



PENRITH CITY COUNCIL BUSINESS PAPER



Mr Ikira Goto, President of Fujieda International Friendship Society receiving a gift from Councillor Jackie Greenow, Penrith Deputy Mayor and Chairperson of the Penrith International Friendship Committee at the welcome reception for the July 2002 Fujieda Delegation held at the Friendship Pavilion, Weir Reserve.



Policy Review Committee Meeting 26 August 2002



Penrith City Council

A COUNCIL COMMITTED TO PROVIDING THE HIGHEST QUALITY SERVICE TO ITS CUSTOMERS

21 August 2002

Dear Councillor,

In pursuance of the provisions of the Local Government Act, 1993 and Regulations thereunder, notice is hereby given that a **POLICY REVIEW COMMITTEE MEETING** of Penrith City Council is to be held in the Pasadena Room, Civic Centre, 601 High Street, Penrith on Monday 26 August 2002 at 7.00pm.

Attention is directed to the statement accompanying this notice of the business proposed to be transacted at the meeting.

Yours faithfully,

Alan Travers
General Manager

B U S I N E S S

1. APOLOGIES & LEAVE OF ABSENCE

Leave has been granted to:

Councillor Bailey – 14 August to 16 September 2002 inclusive.

Councillor Bateman – 26 August to 27 August 2002 inclusive.

2. CONFIRMATION OF MINUTES

Policy Review Committee – 22 July 2002

3. DECLARATIONS OF INTEREST

Pecuniary Interest (The Act requires Councillors who declare a pecuniary interest in an item to leave the meeting during discussion of that item)

Other Interest

4. ADDRESSING THE MEETING

5. MAYORAL MINUTES

6. NOTICE OF MOTION

7. REPORT & RECOMMENDATIONS OF WORKING PARTIES

Recreation and Open Space Working Party – 24 July 2002

Lemongrove Gardens Working Party – 12 August 2002

8. MASTER PROGRAM REPORTS

9. URGENT REPORTS (to be dealt with in the Master Program to which the item relates)

10. CONFIDENTIAL BUSINESS

*Enquiries regarding this Business Paper should be directed to the
Public Officer, Peter Huxley on (02) 4732 7649*

POLICY REVIEW COMMITTEE MEETING

MONDAY 26 AUGUST 2002

TABLE OF CONTENTS

MEETING CALENDAR

CONFIRMATION OF MINUTES

REPORT AND RECOMMENDATIONS OF COMMITTEES

MASTER PROGRAM REPORTS

PENRITH CITY COUNCIL
MEETING CALENDAR
August 2002 – December 2002

	TIME	AUG	SEPT	OCT	NOV	DEC
		Mon	Mon	Mon	Mon	Mon
Ordinary Meetings	7.00 pm	5	2		11	2
		19#	^16 30	14	18#	16
Policy Review Committee	7.00 pm	26	23	21	25	9

Council has two Ordinary Meetings per month where practicable. Extraordinary Meetings are held as required.

Policy Review Meetings are held monthly.

Members of the public are invited to observe at meetings of the Council. Should you wish to address Council, please contact The Public Officer, Peter Huxley on 47327649.

Meetings at which the Management Plan quarterly review is tabled and discussed.

* Meeting at which the Management Plan for 2002/2003 is adopted

^ Mayoral Election

UNCONFIRMED MINUTES
OF THE POLICY REVIEW COMMITTEE MEETING OF PENRITH CITY
COUNCIL HELD IN THE PASSADENA ROOM, CIVIC CENTRE, PENRITH
ON MONDAY 22 JULY 2002 AT 7.07 PM

PRESENT

His Worship the Mayor Councillor Pat Sheehy, Councillors G Evans, R Fowler, J Greenow, A Khan, C O'Neill, K Paluzzano, J Aitken (arrived at 7.32PM)

APOLOGIES

PR66 RESOLVED on the MOTION of Councillor Evans seconded Councillor Fowler that apologies be received and accepted from Councillors D Bailey, J Bateman, G Davies, C O'Toole and S Simat.

LEAVE OF ABSENCE

Councillor Thain was previously granted Leave of Absence for the period 22 July to 6 August 2002.

PR67 RESOLVED on the MOTION of Councillor O'Neill seconded Councillor Greenow that Leave of Absence be granted to Councillor Bradbury for the period 22 July to 12 August 2002 inclusive.

CONFIRMATION OF MINUTES

Policy Review Committee Meeting – 24 June 2002

PR68 RESOLVED on the MOTION of Councillor Fowler seconded Councillor Evans that the minutes of the Policy Review Committee Meeting – 24 June 2002 be confirmed.

DECLARATIONS OF INTEREST

No declarations of interest.

REPORTS OF COMMITTEES

Penrith Valley Community Safety Partnership Meeting – 26 June 2002

PR69 RESOLVED on the MOTION of Councillor Evans seconded Councillor Fowler that the recommendations be adopted.

MASTER PROGRAM REPORTS

THE CITY IN ITS ENVIRONMENT

1 Aquatic Plants in Nepean River

7025/2 Pt 8

Council's Parks Construction & Maintenance Manager, Raphael Collins, introduced Dr Daniel Roberts and David Karlson.

Dr Roberts gave an overview of the aquatic plant life in the Hawkesbury/Nepean River system. In particular, he talked about the results of the Hawkesbury/Nepean Macrophyte Study. Dr Roberts said that there was a lack of research in this area and that in order to gain a better understanding of the impact of aquatic plants on the Hawkesbury/Nepean River system, more research would be required.

Councillor Paluzzano asked what would happen if no action was taken to address the problem of aquatic plants in the River.

Dr Roberts stated that the plants would eventually spread throughout the whole river system and diminish the capacity of the River for recreational use. Dr Roberts said that because of this doing nothing is not really a feasible option.

Councillor Paluzzano asked how waterways are managed in other parts of the world.

Dr Roberts responded that in the management of aquatic plants in river and lake systems have been undertaken by other parts of the world for many years. In the main, biological controls are used. One example is the use of grass carp, the use of herbicides and the draining of lakes and creeks to eradicate aquatic plant growth.

David Karlson then spoke about the Noxious Weeds Act 1993 including the classification system of weeds.

Councillor Aitken arrived, the time being 7.32PM.

David Karlson explained how weeds were declared noxious when they met all of the criteria listed in the Noxious Weeds Act. Mr Karlson went on to say that control of weed is a problem and there are many methods used to control growth. He stated that the question of harvesting of aquatic plants needs to be thought through and its implications understood.

Councillor Paluzzano enquired about the cost of harvesting aquatic plants.

David Karlson responded that aquatic plants are 99% water and that, in Australia, we do not have a long history of harvesting aquatic plants. The world leader in the control of aquatic weeds would probably be the United States who have been addressing this issue for a long time, especially in their lakes and waterways.

Councillor Paluzzano asked whether using harvesting as method of weed control would commit the Council to continue harvesting in order to manage weed growth.

David Karlson said that the biggest complaint was the use of herbicides.

Councillor Greenow said that the Hawkesbury River County Council is bearing the majority of the load for the "cleaning up" of aquatic weeds in the Hawkesbury/Nepean River system. Councillor Greenow cited the example of how a levy was previously imposed on the community to clean up the coastal beaches. Councillor Greenow suggested that the cleaning up of the Hawkesbury/Nepean River system is also a community problem in the Sydney Basin.

Councillor Greenow also referred to the need for a report about land dedicated by developers to be certified "weed free" prior to transfer into public ownership.

Councillor Greenow also requested a report about lobbying the Hawkesbury River County Council to get an aquatic plant harvester.

Councillor Sheehy suggested that a motion should be framed for the upcoming Local Government Association Conference about this matter.

PR70 RECOMMENDED on the MOTION of Councillor Greenow seconded Councillor Paluzzano

That:

1. the information concerning the management of aquatic plants in the Nepean River be received;
2. a motion be prepared for discussion at the 2002 Local Government Conference concerning the management of aquatic plants and the need for further research on the Hawkesbury/Nepean River system;
3. a further report be prepared on the provision of an aquatic plant harvester following the demonstration of the harvester to Council during the Site Inspection scheduled for 16 August 2002. The report to include both capital and ongoing costs and the use to which the harvested aquatic plant material could be put;
4. Council thank Dr Daniel Roberts and Mr David Karlson for their informative presentations.

Councillors Greenow and Paluzzano left the meeting, the time being 7.57PM.

2 Presentation of the Draft Penrith Valley Community Safety Plan

1117/31 Pt 2

Council's Facilities Operations Manager, Gary Dean, introduced Ben Artup from the University of Western Sydney and gave apologies on behalf of Professor Trevor Cairney from the University of Western Sydney who was unable to attend the meeting.

Councillors Paluzzano and Greenow returned to the meeting, the time being 7.58PM.

Ben Artup outlined the three stages of the project as follows:

1. The first stage involved the undertaking of a comprehensive literature review, a review of international and local best practice and a review of existing community safety programs in Penrith.
2. The second stage involved the conduct of a community survey in order to identify key areas for the Community Safety Plan to target.
3. The third stage involved a community consultation process with 160 individuals representing 60 organisations in attendance at one of the 18 community consultations held.

Ben Artup listed the outcomes of the issues discussed at the community consultation as follows:

- ◆ Safety of young people
- ◆ Lighting
- ◆ Environmental design
- ◆ Transport and traffic
- ◆ Appearance of an area
- ◆ Media reporting of safety issues
- ◆ Fear of crime

Arising out of these issues Ben identified five major themes as follows:

- ◆ Personal safety
- ◆ Anti-social behaviour
- ◆ Fear of crime
- ◆ Issues affecting people and places
- ◆ Theft of or from a vehicle

Ben Artup then went on to say that the Penrith Valley Community Safety Partnership has been formed and is operational. Partnership small Working Groups have also been formed and a brochure promoting Community Safety has been prepared.

Councillor Sheehy asked about what was meant in the strategy when it called for more accurate reporting of crime figures. Councillor Sheehy asked whether it meant the reporting of all crime or whether it meant the more accurate reporting of the type of crime.

Councillor Sheehy went on to say that if only 56% of all crime was reported, then the incidence of crime would appear to increase simply by improved reporting methods. Councillor Sheehy said he was concerned about the affect and perception of this in the community.

Councillor Aitken stated that we needed to know what was happening in the community and that there needed to be confidence that crime, when reported, would be recorded.

Councillor Fowler asked as to the reasons why people do not report crime. Councillor Fowler asked whether people considered the crime too minor to report or was it because it occurred too frequently or some other reason.

Yvonne Perkins, Community Safety Officer, responded that some people had said that they did not report crime because they did not think that the crime was important enough.

PR71 RECOMMENDED on the MOTION of Councillor Paluzzano seconded Councillor Greenow

That:

1. the presentation by representatives from the Centre for Regional Research & Innovation be received;
2. Council agree to the exhibition of the draft Penrith Valley Community Safety Plan for the period commencing 23rd July 2002 and concluding 21st August 2002;

3. Council thank Ben Artup from the Centre for Regional Research & Innovation for his presentation on the Community Safety Plan.

3 Department of Housing Update

4105/88 Part 3

Carol Joyce, Council's Community Development Manager, introduced Neil Sandall, Margaret Maljkovic and John Paszek from the NSW Department of Housing.

Neil Sandall addressed the Council giving them details about the work of the Department of Housing in the Western Region. Mr Sandall spoke about the current Commonwealth/State Housing Agreement and the uncertainty of its future.

Margaret Maljkovic spoke about the work of the Department of Housing within the Penrith Local Government Area. Ms Maljkovic stated that the Department of Housing would focus on the following:

- ◆ Community engagement
- ◆ Community development and tenant participation
- ◆ Partnerships, particularly between the Department of Housing, Police, Department of Community Services, Department of Health and Penrith City Council
- ◆ The development of a Penrith Local Government Area Local Plan in conjunction with the University of New South Wales
- ◆ The physical upgrading of "problematic" medium density projects
- ◆ The establishment and operation of an Aboriginal Advisory Committee
- ◆ The employment of a Customer Service Project Officer
- ◆ Further development of a Customer Service Counter Team

John Paszek spoke about the Community Renewal Strategy within Housing Department owned residential estates within the Penrith LGA. Mr Paszek stated that there would be an intensive program of community development, housing management enhancement, and dwelling and infrastructure improvement.

Neil Sandall thanked Council for its ongoing support and invited Council to participate in the Strategic Plan for the Cranebrook Town Centre and the Penrith Local Government Area's Housing Strategy being prepared by the Department in conjunction with the University of New South Wales.

Mr Sandall then added that the Department of Housing would continue to develop its Strategic Housing Plan and to work with others on the development of a joint improvement strategy for the North St Marys commercial precinct.

Councillor Aitken asked how many properties the Department of Housing owned in the Penrith LGA.

Margaret Maljkovic responded that the Department owned approximately 2,900 properties in the LGA.

Councillor Aitken asked whether the Department of Housing was subject to the Tenancy Tribunal.

Margaret Maljkovic responded that the Department of Housing was subject to the Tenancy Tribunal.

Councillor Paluzzano asked about the Penrith Local Government Area Housing Strategy and whether the department would be setting up a joint Working Party and would Council be involved?

Neil Sandall responded that the Department was looking to map the location, occupancy levels, etc., of the Department's properties in the Local Government Area and that this would be a detailed GIS exercise.

Councillor Paluzzano enquired as to whether the Department of Housing would be changing the way in which it housed people.

Neil Sandall responded that because the Commonwealth had given no indication past 2007 as to whether it would continue to fund the Commonwealth/State Housing Agreement, the Department was looking at alternative methods to house its tenants. Mr Sandall went on to say that the focus would be on finding local solutions and that there would be a growing number of short-term leases.

Councillor Sheehy thanked Neil Sandall, Margaret Maljkovic and John Paszek for their presentations and stated that Council was very pleased about the level of involvement between the Department of Housing and Penrith City Council and hoped that it would continue to grow.

PR72 RECOMMENDED on the MOTION of Councillor Paluzzano seconded Councillor O'Neill

That:

1. the Department of Housing Update report be accepted;
2. the representatives from the NSW Department of Housing be thanked for their presentation.

GENERAL BUSINESS

The Director - City Planning, Alan Stoneham, informed the members of the Policy Review Committee that the Workshop that was scheduled for 24 July 2002, where representatives from PlanningNSW would be in attendance to discuss planning issues in the Penrith Lakes Development. Mr Stoneham said that the Workshop would commence immediately after the conclusion of the Recreation and Open Space Working Party Meeting.

There being no further business the Chairperson declared the meeting closed the time being 8.58PM

Confirmed
Chairperson

**REPORT AND RECOMMENDATION
OF THE RECREATION AND OPEN SPACE WORKING PARTY OF PENRITH
CITY COUNCIL HELD IN THE COUNCIL CHAMBERS, PENRITH
ON WEDNESDAY 24 JULY 2002 AT 6.45 PM**

PRESENT

His Worship the Mayor Councillor P Sheehy, Councillors G Davies, R Fowler, J Greenow, C O'Neill, C O'Toole, K Paluzzano, and J Thain.

General Manager Alan Travers, Director - City Planning Alan Stoneham, Director - City Operations Ray Moore, Design & Technical Advice Manager Craig Ross, Environmental Planning Manager Roger Nethercote, Property Development Manager Brian Griffiths, Community Development Manager Carol Joyce, Parks Construction & Maintenance Manager Raphael Collins, Planning Policy Co-ordinator Ruth Goldsmith, Recreation & Cultural Facilities Planner Grant Collins, Parks Technical Office Mike Buckpitt, Public Relations Officer Amanda Kane

APOLOGIES

Councillor D Bradbury

LEAVE OF ABSENCE

Leave has been granted to Councillor Thain – 22 July to 6 August 2002.

CONFIRMATION OF MINUTES

Recreation and Open Space Working Party – 23 April 2002

ROS8 RESOLVED on the MOTION of Councillor Sheehy, seconded Councillor Paluzzano that the minutes of the Recreation and Open Space working Party Meeting of 23 April 2002 be confirmed.

DECLARATIONS OF INTEREST

No declarations of interest.

MASTER PROGRAM REPORTS

**1 Recreation, Cultural, Infrastructure, Facilities and Services
Needs Study**

1980 / 10 PT4

The Environmental Planning Manager introduced the consultants from Urbis Pty Ltd and Stratcorp Consulting and invited them to present their approach to the Recreation, Cultural, Infrastructure, Facilities and Services Needs Study.

This is Page No 1 of the Report and Recommendation of the Recreation and Open Space Working Party of Penrith City Council held on Wednesday 24 July 2002

Representatives from Urbis Pty Ltd and Stratcorp Consulting gave a presentation to the Working Party regarding their proposed workplan for the Study, including the main tasks, timeframes and reporting schedules.

Jo Manion from Urbis Pty Ltd requested feedback from Councillors regarding the options for the community consultation workshops.

Councillor O'Toole suggested there be a community consultation session based in the Plaza on a Saturday morning. The consultants agreed this was possible and can be negotiated.

Councillor Paluzzano suggested that it needs to be recognised that the Recreation Guide only has a single listing for each sporting group irrespective of the participation rate. The consultants are aware of this aspect and will use a range of sources for contact.

Councillor O'Toole emphasised the need to consult special groups in the community targeted.

Councillor Greenow suggested the community workshops be spread across the City.

Councillor O'Toole noted the difficulty of getting to some venues within the City/suburbs. It was suggested we look at workshops where there is population "density", ie multi-unit zones.

Councillor Paluzzano suggested a range of venues, perhaps clubs, community centres, etc.

Councillor Davies asked the consultants whether the Study methodology presented would be made available as the intellectual property of Council. The consultants confirmed that it would be.

Councillor Davies suggested venues near railway stations to capture/capitalise on activity levels may be appropriate.

Councillor O'Toole asked how the consultation sessions will be promoted. Grant Collins responded that a variety of advertising and promotional options would be discussed with Amanda Kane and could include options such as radio, newspaper, Council's web page and /or direct mail-out advertising within the available budget.

Councillor O'Toole raised the need to recognise "shrinking backyards" and the quantum/quality of open space provision in urban areas. She suggested there should be some emphasis given to analysing the level of embellishment/inclusions in existing open space areas.

ROS9 RESOLVED on the MOTION of Councillor O'Toole and seconded by Councillor Paluzzano that:

1. The Recreation and Open Space Working Party note the information contained in this report.
2. A further report be presented to Council on the options for the community consultation programs.
3. The Working Party endorse the proposed methodology outlined by the consultants.

There being no further business the Chairperson declared the meeting closed the time being 8.00 pm

Confirmed
Chairperson

**REPORT AND RECOMMENDATION
OF THE LEMONGROVE GARDENS WORKING PARTY OF PENRITH CITY
COUNCIL HELD IN THE COUNCIL CHAMBERS, PENRITH
ON MONDAY 12 AUGUST 2002 AT 6.00 PM**

PRESENT

His Worship the Mayor Councillor Pat Sheehy, Councillor Greg Davies, Councillor Ross Fowler

Officers Present

General Manager – Alan Travers, Director of City Services – Steve Hackett, Chief Financial Officer – Barry Husking, Community Development Manager – Carol Joyce, Legal Officer – Stephen Britten, Community Development Officer – Mick Fell.

APOLOGIES

LG1 RESOLVED on the MOTION of Councillor Pat Sheehy seconded Councillor Greg Davies that apologies be received and accepted from Councillor Jackie Greenow and Councillor John Thain.

Leave of Absence of Councillor D Bradbury noted.

DECLARATIONS OF INTEREST

No declarations of interest.

MASTER PROGRAM REPORTS

Councillor Ross Fowler requested that a summary of the Agreement between ARV and Council be provided.

Councillor Greg Davies suggested the inspection include the Governor Phillip facilities.

Councillor Greg Davies suggested a flow chart of how the facilities operate.

Councillor Pat Sheehy suggested that a member of the Acat team should address the Working Party at a future meeting.

The Working Party discussed the need for a master plan to be considered for the entire area.

The Working Party discussed that the Uniting Church be invited to also address the Working Party.

1 Lemongrove Gardens Working Party

1012/6 Pt2

LG2 RESOLVED on the MOTION of Councillor Fowler, seconded Councillor Davies

That:

1. A representative of Anglican Retirement Villages be invited to the next meeting of the Working Party.
2. A representative of the Retirement Village association be invited to a future meeting of the Working Party.
3. The Terms of Reference for the Working Party be:
 - (1). To consider the implications associated with changes to relevant Legislation
 - (2). To consider the terms and condition and position regarding the present arrangements in respect of the hostel and the self care retirement units at Lemongrove.
 - (3). To consider the future of the Lemongrove Gardens Retirement Village management.
 - (4). To make recommendations in respect of the contemporisation of the agreement between ARV and Council for the remainder of the term of the agreement with ARV.
 - (5). To consider the future management of the Lemongrove Retirement Hostel.
 - (6). To consider the financial situation of the two facilities.
 - (7). To consider the Long Term planning of all aged care accommodation facilities and stake holders in the LGA to optimise the provision of future aged care to the area.

4. That the Working party inspect the two facilities and the Governor Phillip Facilities and those those inspections occur on the same day of the next meeting (prior to the meeting).

There being no further business the Chairperson declared the meeting closed the time being 8:05pm.

Confirmed
Chairperson

MASTER PROGRAM REPORTS

Item		Page
THE CITY IN ITS REGION		
1	City Marketing Market Research Program 1000-25	1
2	Using The "Head Of The River" To Market Penrith Valley 1133-32 Part 7	14
THE CITY IN ITS ENVIRONMENT		
3	Review Of Plans Of Management For Public Open Space 950/51 Pt 4	17
COUNCIL'S OPERATING ENVIRONMENT		
4	Progress Of Council's Strategic Program 36/29	21
5	Changes To Salary Administration Policy 909/75	38



Item		Page
THE CITY IN ITS REGION		
1	City Marketing Market Research Program 1000-25	1
2	Using The "Head Of The River" To Market Penrith Valley 1133-32 Part 7	14

The City in Its Region

1 City Marketing Market Research Program

1000-25

Compiled by: Paul Page, City Marketing Supervisor and Karen O'Donnell,
Research & Information Officer

Authorised by: Geoff Shuttleworth, Economic Development & City Marketing
Manager

Management Plan 4 Year Outcome (Page 5): *Penrith is recognised widely as an innovative vibrant and attractive City with an identity distinguishing it from other parts of Sydney.*

02/03 Critical Action: *Continue marketing strategies to establish a distinct identity of the City.*

02/03 Critical Action: *Conduct co-operative marketing programs with the City's business and major attractions (in the Central West of New South Wales).*

Purpose:

To advise Council of the outcomes of the market research program undertaken during 2001/2, how they relate to the long term goals of the City Marketing Program and to indicate how the market research will be used to improve the long term effectiveness of the City Marketing Program.

An important innovation

In the commercial world Market Research always underpins effective marketing. Market Research is a tool that provides the information to ensure that products meet markets and promotions communicate effectively with customers and potential customers leading to a positive response.

In the Place Marketing / Local Government context this is a relatively new and innovative concept and few other local government bodies in Australia would know as much about the image of their areas as we now know.

Our Market Research Program demonstrates that Council is following an innovative approach to City Marketing. We now have tools that will enable us to develop more effective marketing programs than we have had before.

Purpose of and Background to the City Marketing Program

The City Marketing Program arose from a strong conviction amongst the City's leadership that Penrith Valley has a great deal to offer which is not reflected in the City's image. Even many local residents are not fully aware of the many outstanding assets in Penrith Valley. This reduces the effectiveness of programs to increase economic investment and attract tourist visitation and expenditure.

The City Marketing program is designed to inform those from outside the city who have the most potential to provide the City with economic and social benefits, how much Penrith has to offer as a place to live, work, visit, invest, learn and play.

Since Council embarked on the City Marketing program in 1997 the following milestones have been passed.

“Branding” study of Penrith. This study led to the adoption of the “Penrith Valley, River, Mountains, Lakes” brand. This study was underpinned by qualitative and quantitative market research and set the overall strategic direction of the program. An important component of this study was a quantitative survey which examined the level of familiarity of the NSW population with Penrith Valley and correlated this with their overall impression of Penrith as a place. This survey was designed to be able to be repeated at regular intervals so that progress in improving awareness and impression could be benchmarked over time. The first of these repeated benchmark surveys has been undertaken and is covered in this report.

Tourism Review (1998-9) in which it was decided to move in the long term to position Penrith Valley as a tourist destination known for fresh water and general outdoor recreational activity. This recognised that Penrith Lakes would be the dominant tourism and recreation facility in our region. This approach has been endorsed by the feedback from the qualitative phase of the visitor survey.

Pre games marketing program targeted at attracting teams from overseas competitor countries to come and train in Penrith, mostly in rowing and canoeing. This program generated a great deal of business for Penrith Valley.

Olympic Showcasing Program. The components of this were the development of promotional resources in the form of high quality photography and broadcast quality video footage. Using these resources, a suite of high quality promotional items was produced, including three and eight minute videos, an interactive CD, a promotional picture book and a suite of promotional postcards. The second phase of the program involved targeting world media and distributing the materials. The broadcast video footage was distributed to Olympic host broadcasters. A promotional expo was held in the Civic Centre and Council Chambers and a series of temporary information booths in strategic locations around the City augmented the normal service provided at the visitor information centre.

Post Olympic Marketing Program: The major components of this program were

- Market Research Program (the subject of this report)
- A series of integrated regional promotions in Canberra, Wollongong, Newcastle and Dubbo;
- Replenishing the supply of City Marketing promotional materials (ie those developed for the Olympics)
- Publishing and distributing the *Penrith Valley Experience* visitors guide.

Market Research Program

As mentioned earlier, a major component of the 2001/2 Post Olympic City Marketing program was a three part market research program aimed at....

1. Benchmarking awareness and attitudes towards Penrith Valley over the five years since the original City Marketing branding study.
2. Learning more about visitors and non visitors to Penrith Valley – their attitudes to Penrith Valley, why they visit or don’t visit and their response to the various existing marketing materials;
3. Learning more about the market for “metropolitan” services in Central Western New South Wales and Penrith Valley’s potential to develop this market. This was a preliminary step in implementing the Management Plan critical action of establishing a co-operative marketing campaign targeting the Central West of New South Wales.

Benchmark Awareness and Attitude Survey

This survey was originally conducted in conjunction with the Penrith Valley branding study in February 1997. It was designed to be a simple survey of awareness and attitude to Penrith Valley amongst a representative sample of the New South Wales population that could be periodically repeated in order to track or benchmark progress in improving awareness of Penrith Valley and attitudes towards it.

The original survey was conducted among 700 New South Wales residents aged 18 years and over in February 1997. The repeat survey followed an identical methodology and was conducted during November and December 2001.

The two surveys allow us to track movement in the NSW public's awareness of and attitude to Penrith Valley over a period of nearly five years. Significantly this covers the period of the Olympics and the inception of Council's City Marketing program.

Respondents to the survey were selected by means of a stratified random sample process which included a quota for city and non city areas within the state. There was a random selection of household phone numbers drawn from the current Telstra directories for each area. This system ensured that each area is represented in the final sample in proportion to the size of the directory and thereby its population. Within each household there was random selection of an individual in each household by a "last birthday" screening question. To ensure the sample included those people who tend to spend a lot of time away from their home a system of call backs and appointments was incorporated. To reflect the population distribution the data was weighted by a combination of age, age left school, sex and area.

Respondents were asked to rate their familiarity with Penrith Valley according to a scale of

- Know Penrith Valley very well;
- Know a fair amount about Penrith Valley;
- Know a little about Penrith Valley;
- Have heard of it but know nothing about it;
- Have never heard of it.

They were then asked to rate their impression of Penrith Valley according to the following scale.

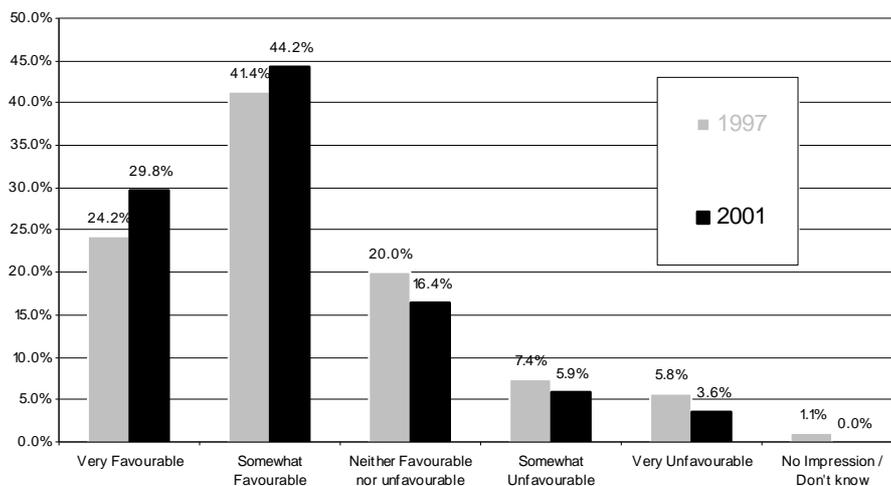
- Very favourable;
- Somewhat favourable;
- Neither favourable nor unfavourable;
- Somewhat unfavourable;
- Very unfavourable;
- No impression / don't know

The table on the next page shows the movement of percentages over the five year period.

Question and response	Total Heard of or Know about Penrith							
	Know Penrith very Well		Know a fair amount about it		Know a little bit about it		Have heard of it, but know nothing about it	
	1997	2001	1997	2001	1997	2001	1997	2001
Very Favourable	24.2%	29.8%	15.0%	20.1%	8.9%	7.4%	2.4%	2.1%
Somewhat Favourable	41.4%	44.2%	46.7%	41.8%	34.6%	29.4%	17.0%	16.4%
Neither Favourable nor unfavourable	20.0%	16.4%	25.4%	24.6%	41.4%	45.8%	52.7%	47.0%
Somewhat Unfavourable	7.4%	5.9%	11.0%	5.7%	8.4%	9.6%	10.0%	7.6%
Very Unfavourable	5.8%	3.6%	1.4%	0.7%	2.2%	2.3%	1.3%	5.5%
No Impression / Don't know	1.1%	0.0%	0.5%	7.0%	4.5%	5.5%	16.7%	21.5%

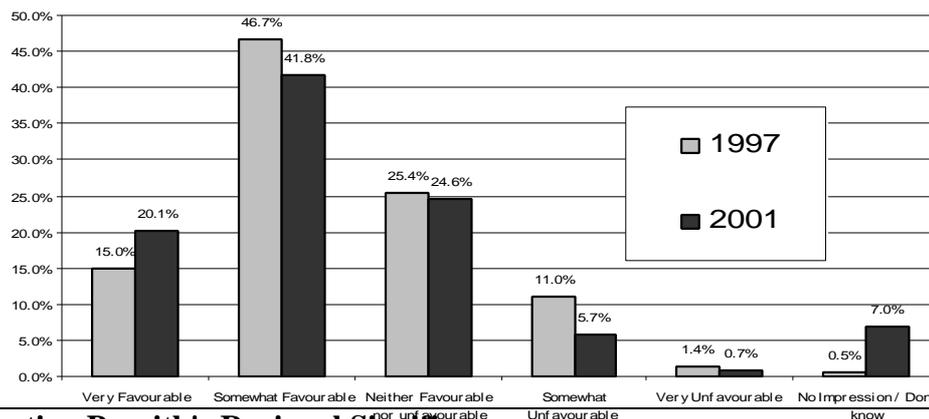
The information in this table is summarised in the following four graphs which show the correlation between familiarity with Penrith and a favourable perception.

Overall Impression of Penrith Valley by those who knew the area very well

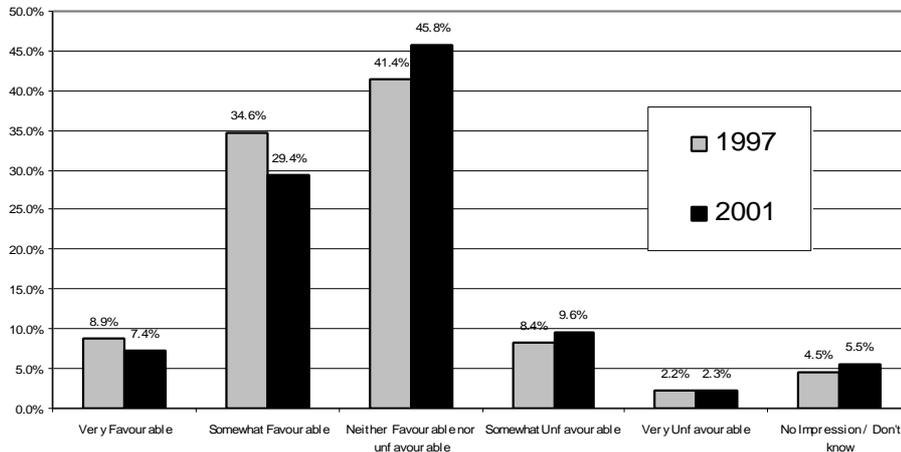


As familiarity with the area lessens the overall positive impression of the area also reduces.

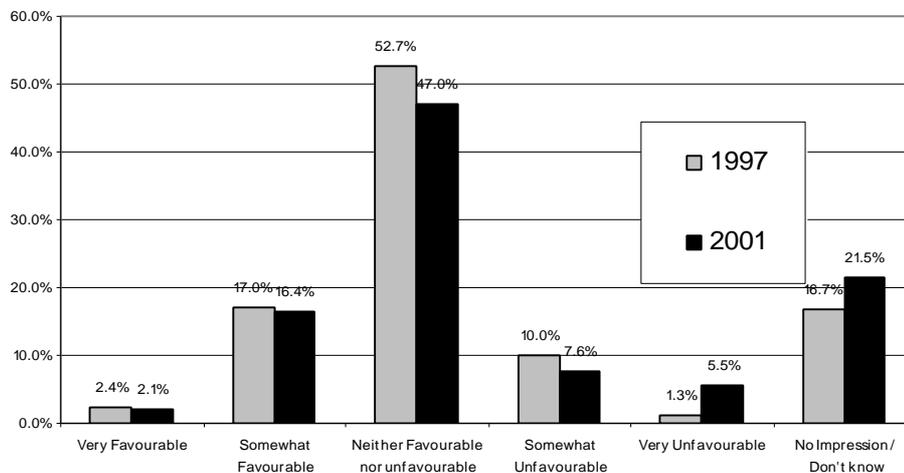
Overall Impression of Penrith for respondents who know a fair amount about Penrith



Overall Impressions of Penrith Valley for respondents who knew a little about Penrith



Overall Impressions of respondents who have heard of Penrith, but know nothing about the area



The last graph with the very large “neither favourable nor unfavourable” rating shows a great deal of fertile ground for our marketing efforts.

In summary, this survey shows that progress has been made in improving the City’s image but only where the respondent knows the area well or very well. In short, the more they know, the more they like us. This came out in the original branding study and was born out by the Visitor Survey.

Visitor Survey

The Visitor Survey, the second of the major market research activities, differed from the Benchmark Awareness and Attitude Survey in that we were able to dig deeper into the reasons behind people's awareness and attitude to Penrith Valley. We were also looking more specifically at Penrith's rating as a tourist destination rather than simply its general image.

With this survey we wanted to obtain the market intelligence to more effectively target campaigns to generate business and employment growth for Penrith Valley. These surveys did look at people's knowledge and perceptions, but also revealed some insights about what kind of people may be visiting the Penrith Valley area and what their reasons are for coming (or not coming) here might be.

The visitor survey was conducted by C&R Research in two parts. The first part involved a quantitative survey conducted by telephone which helped to identify some of the macro level issues, namely awareness of Penrith Valley as a tourist destination and of individual attractions and preconceived perceptions of Penrith City as a suburb rather than a tourist destination.

The second stage of this program involved qualitative research based on focus groups. This allowed us to explore the depth of awareness and perceptions of the Penrith Valley area in more detail. It allowed us to gauge reactions to individual attractions to establish which "icons" could help to sell Penrith Valley, to present some draft marketing concepts to respondents and test the effectiveness of some of our existing promotional materials.

This report picks the key outcomes of this survey. Full details are provided in the consultant's final report which includes an Executive Summary. Copies of these reports have been circulated to Councillors separately. The report on the qualitative study includes complete transcripts of the focus groups.

Both the telephone survey and the focus groups were segmented geographically, aligning with some of the regional markets we targeted for promotional activities during 2001-2, together with samples of Sydney residents living east of Homebush.

The telephone survey covered 300 respondents, sampled from four different areas in NSW.

These areas, and the sample sizes for each, were as follows:

- The Sydney metropolitan area east of Homebush: n=102
- The Wollongong area (Wollongong, Shoalhaven and Kiama): n=66
- The Central West (comprising Dubbo, Wellington, Cobar, Condobolin, Forbes and Parkes): n=66
- The ACT, Queanbeyan and Yass: n=66

The inclusion of these four areas allowed for a comparison between responses given by the Sydney metropolitan sample and those in regional areas, and for a comparison between the regional areas. Within each region the consultant aimed to obtain a representative sample based on population statistics.

The questionnaire was designed to obtain feedback from those who had visited the Penrith area recently, as well as those who had not. Both types of respondents were asked the following:

- Their awareness of and familiarity with the Penrith area
- Their perceptions of the Penrith area as a leisure/ tourist destination

- How they found out about the Penrith area
- Their awareness of various facilities and venues in the Penrith area
- When they last visited the Penrith area, if at all.
- Respondents were asked to compare Penrith with the Blue Mountains and three other destinations relevant to their own geographical area. (For example Central West respondents were asked about Jenolan Caves). We deliberately chose to compare ourselves with recognised tourist destinations rather than other regional centres in Sydney or Western Sydney which would have probably resulted in more favourable but less useful comparisons.
- Those respondents who reported that they had not visited the Penrith area within the past 12 months were asked why they had not visited.
- Those who had visited in the past 12 months were asked
 - How many times they had visited within the past 12 months;
 - How long they stayed;
 - The purpose of their visit, and why they chose Penrith Valley rather than somewhere else;
 - Which leisure or recreation venues they visited, if any;
 - Whether they personally participated in the decision to visit or were simply accompanying someone else;
 - How many people accompanied them, if any, and their relationship to the respondent;
 - Their means of transportation to the area.

Respondents were also asked to provide certain demographic information such as age, marital status, and the number of adults and children in the home. The interviews were conducted during August 2001.

The following key outcomes emerged from this survey.

- Awareness of Penrith Valley was low compared with other tourist destinations;
- Almost all (94 per cent) had heard of Penrith Valley but only 17 per cent felt they knew it well and the vast majority (76 per cent) felt that they knew nothing or very little about Penrith Valley;
- By contrast, just over half the sample felt they knew the Blue Mountains fairly well. Of the 13 tourist destinations mentioned across the four questionnaires (which tailored for each region) Penrith had the lowest recognition factor;
- Such awareness as existed often arose from “passing through” on the way to the Blue Mountains or the City;
- Thirty per cent of respondents were unable on an unaided basis to nominate any facilities, venues or features of Penrith. Amongst those who did give an answer, Panthers dominated the responses, suggesting a fairly narrow “top of mind” perception;
- The aided awareness question did reveal some knowledge of the Nepean River, International Regatta Centre, Cables, Penrith Whitewater Stadium and Penrith Plaza, indicating that these could be used to market Penrith Valley in the future;
- While it came through strongly that lack of awareness by default created negative impressions of the area, there was some evidence from the telephone survey that even people who had visited recently for reasons unrelated to leisure visitation did not think of Penrith Valley as a tourist destination and did not therefore rate it highly;

- This was tested further in the focus groups. The focus groups tended to reaffirm the proposition that effective communication – either through promotional activities such as advertising or through visits in a leisure context such as for an event – have the potential to turn around people’s perceptions of Penrith Valley.
- Generally awareness or lack of awareness of what facilities and attractions are available in Penrith Valley is an important determinant of how respondents perceive the area as a leisure / tourism destination, however there is more to it than just awareness. Some respondents (especially those giving Penrith a negative rating) appear to have decided that Penrith holds nothing for them – converting such people may be an attitudinal issue as well as an awareness issue. Rather than simply giving a list of attractions it may be necessary to explain that there is a well developed tourism and leisure infrastructure in place – that it is not just a suburban area with a few attractions.
- Of the regions tested in the telephone survey the ACT had the lowest awareness of Penrith and its features and attractions. They rated it lowest in terms of it being a leisure / tourist destination and they had the lowest visitation levels.
- Better results were scored from Wollongong and Dubbo. This will be taken into account when planning our regional promotions for 2002-3.
- Sydney respondents fell between the negativity of the ACT and the less negative attitudes of Wollongong / Dubbo in perception, but tended to raise travel/ time / transport difficulties. This emerged in the qualitative research also.

The Stage 2 focus groups (qualitative) stage of the visitor survey was conducted during March and April 2002. This allowed us to explore people’s perceptions of Penrith in greater detail, in order to provide a better understanding of how to address them in future marketing communications. The objectives of the focus groups were to:

- Identify image perceptions of the Penrith area in general.
- Establish why some people don’t think of Penrith as a leisure/tourist destination.
- Identify reasons why people choose not to visit Penrith for leisure/tourism.
- Explore specific perceptions of Penrith that arose in the telephone survey, such as ‘distance’, ‘heat’, and ‘it’s a suburb of Sydney’.
- Obtain reactions to existing marketing materials to determine what impact they have on existing perceptions.

The groups were composed as follows

Group Number	Description	Number of Participants
1	Sydney East Non-visitors: People living east of Homebush, aware of Penrith, had not visited for leisure in past 12 months.	9
2	Sydney East Visitors: People living east of Homebush, aware of Penrith, had visited for leisure in past 12 months.	8
3	Penrith Residents: Residents of the Penrith area who had visited at least three leisure attractions in the Penrith area in the past 12 months	8
4	Dubbo Non-visitors: Residents of Dubbo, aware of Penrith, had not visited for leisure in past 12 months	9
5	Dubbo Visitors: Residents of Dubbo, aware of Penrith, had visited for leisure in past 12 months (Dubbo used to represent the Central West)	12

6	Sydney West Visitors and Non-visitors: Residents of Parramatta/Baulkham Hills/Wentworthville etc, aware of Penrith, may or may not have visited for leisure in past 12 months	11
---	---	----

The focus groups proved to be the most revealing, interesting, challenging and indeed confronting phase of the project, particularly where we were able to sit in on the conduct of the focus groups behind one way glass in an adjoining room!

What the focus groups showed is that there is a huge knowledge vacuum out there about Penrith and what it has to offer. While there is some prejudice against Penrith, most people out there are open to hearing new information about Penrith Valley that challenges their preconceived ideas.

Whilst respondents were aware of the Penrith area, they were not aware of the range of leisure attractions and activities available in the region. Several factors appear to contribute to this lack of awareness:

- Respondents had seen/heard little or no advertising for the Penrith region;
- What advertising they had seen/heard was for Panthers, so not surprisingly Panthers dominated people's awareness of 'all things Penrith';
- The Olympics had generated some awareness of Penrith back in 2000. However, the 'halo' effect is fading, perhaps because based on the fate of other Olympic facilities in Sydney, people felt that the Olympic infrastructure may have been dismantled/scaled down;
- Even some of the Penrith residents had knowledge gaps in terms of what was on offer in Penrith. Not only does this preclude them from using the facilities, it also inhibits their important role as ambassadors for the region;
- The perception that Penrith is another suburb of Sydney emerged again as it did in the telephone survey;
- As with the telephone survey, Sydney residents felt that it was a long way to go to Penrith for little return – there was a belief that it was an unpleasant drive to the west. Many believed that the weather was not favourable – unbearably hot in Summer and excessively cold in Winter. And many perceived air quality in Penrith to be less than ideal;
- There was a widespread perception that Penrith was barren, treeless and flat, that roof tiles had replaced trees.
- Penrith was perceived to be too close to other destinations (eg Blue Mountains and Windsor) that were better known and did not suffer from the above problems. If respondents wanted beautiful bush land settings with historical attractions and clean fresh air they would go to the Blue Mountains. If they wanted to stroll through heritage buildings in a relaxed atmosphere, they would go to Windsor. If they wanted to shop they would go to Parramatta or Sydney CBD.
- Other negative perceptions, such as crime and socio-economic status also emerged.
- The local residents focus group was more loyal to the area but there were many knowledge gaps. As it turned out this focus group was comprised wholly of residents who worked as well as lived in Penrith Valley. There was a strong sense among these people that the city was strangling itself due to rapid growth. In particular it was felt that it is easier to leave the area than fight the traffic in Mulgoa Road.
- The feedback from the local focus group suggested that residents' pride in their local area, which is certainly evident in some, may be diminishing in others due to rapid growth and associated "growing pains" of over crowding of certain parts of the city and crime.

- Where people had visited Penrith recently it was often more in the context of some other purpose rather than a purely recreational visit;
- Where visits were driven by recreation, visitors from Sydney tended to target the high profile venues such as Panthers, IRC and Penrith Whitewater Stadium whereas Dubbo visitors tended to be attracted to shopping related attractions;
- All of the current marketing materials appeared to be effective in breaking down ignorance and preconceptions about what Penrith Valley has to offer. The problem was that people had not seen them and so our issue is maximising their exposure to target markets;
- Of all the current promotional materials the *Penrith Valley Experience* visitors guide appears to be the most effective in turning around peoples' expectations of what Penrith Valley has to offer;
- The Penrith Valley logo and branding were also affirmed as being appropriate and effective. Local residents were all familiar with the Penrith Valley logo but none from outside Penrith Valley had seen it.
- Price driven packages were endorsed by the focus groups as being something that could motivate them to visit.

The report notes that what sets Penrith apart from other destinations is its aquatic facilities and that this infrastructure should become the primary focus of the Penrith Valley positioning. This does not mean limiting communications to aquatic facilities only - Penrith Valley has more to offer - but the aquatic facilities do provide the ideal opportunity for Penrith to differentiate itself from other destinations. (This recommendation effectively endorses the strategic approach to branding and positioning which Council adopted with the Tourism Review in 1999.)

From the information that came out of both the telephone survey and the focus groups, an event or events and price driven packages should be used to get people to come and try the Penrith Valley experience.

It also suggests that the local population be recruited to help spread the good news of what Penrith Valley has to offer.

These suggestions are being incorporated into the 2002-3 City Marketing program currently under development.

Central West Survey

This was the third component of the Market Research Program. The current two year Management Plan calls for the development of a co-operative marketing program promoting Penrith as a supplier of metropolitan services to the central west. A survey was undertaken in June 2002 to learn more about this market and to allow a more effective campaign to be developed and implemented.

Specifically, we wanted to know more about Penrith as a supplier of metropolitan services to the Central West of New South Wales which

- are not available or not available at their preferred level in their own region;
- and which these residents regularly visit some part of Sydney to access.

Generally we were looking at situations where the reasons for a visit was predominantly practical (ie not tourism / recreation / discretionary). We were looking for ways to increase the number of visits and for opportunities to add value through add on activities in the area of leisure, recreation and retail.

Our brief sought to determine the value, size and potential of this market so we could develop an effectively targeted co-operative campaign to expand this market and gain information that would add weight to our efforts in lobbying for increases in the level of these services in Penrith Valley.

Specifically we sought to come to a better understanding of

- what services residents of the Central West regularly access in Sydney;
- what influences their decision to come to Sydney and what part of Sydney they use;
- the role of cultural and recreational attractions;
- the role of visiting friends and relatives as a primary and secondary generator of such visits;
- the role of visiting friends and relatives as a determinant of where they will stay and what part of Sydney they will use to access these services;
- what form of accommodation they stay in on overnight trips
- what their perceptions of Penrith Valley are and how this influences their inclination to visit Penrith Valley to access metropolitan services.

The services to be researched included retail, sport, cultural, leisure, education, health, government services and business services. We defined the Central West as being towns which would normally access Sydney by way of the Great Western Highway and M4 Motorway. The major towns included Lithgow, Bathurst, Orange, Mudgee, Cowra, Dubbo, Wellington, Parkes and Forbes.

C&R Research was again engaged for this project. The survey was conducted as a telephone survey to 150 randomly selected businesses and 300 randomly selected households.

As with the visitor survey this report picks the key outcomes of this survey. Full details are provided in the consultant's final report which includes an Executive Summary. Copies of these reports have been circulated to Councillors separately.

The key conclusions which we believe can be drawn from this research are...

- **Both businesses and residents in the Central West do source services outside their local area.** And many of these services require a visit to the supplier, so there are opportunities to build visitation and add on other activities.
- **The Sydney area is the greatest beneficiary of these visits.** In the case of businesses, close to half the Sydney-based services required a visit to Sydney at least once in the past two years. For residents, just over one third had travelled to Sydney in the past 12 months.
- **Penrith is getting a share of the Sydney visits, but this could be built up further.**

Whilst the CBD tends to dominate Sydney visits for businesses, there is no such established leader when it comes to resident service visits. Furthermore, there is evidence to suggest that the dominance of the CBD in terms of business services is more a function of the established relationships (and halo effect) with the suppliers that operate from there rather than a geographic preference.

Following on from the above, there are situations where the visitor is in a position to choose their destination (rather than having it forced upon them). This is certainly the case with shopping visits, but can also apply to medical, educational and business services.

- Amongst both the business and resident samples, image perceptions of Penrith were positive relative to Parramatta and the CBD. In other words, **there did not appear to be any significant negative perceptions that would preclude respondents from considering Penrith for this purpose.**

The research suggests that a number of other factors are preventing more visits to Penrith Valley:

- **Lack of knowledge/awareness of what is available in Penrith.** This appears to be the main impediment. Respondents indicated that they didn't know much about Penrith/didn't know what services were available here. This knowledge gap isn't restricted to the primary services either – we have seen that the vast majority of Sydney visitors, be they business or residents, engage in at least one extraneous activity on at least one of their visits. Thus, the range of additional activities may be a determinant of where people base themselves in Sydney. If Central West people are unaware of the additional activities available in the Penrith area, it may be another reason to overlook the region.
- **Location of family/friends:** The influence of family/friends appears to be substantial. Not only do Sydney visitors from the Central West try to catch up with family/friends when in Sydney, they also stay with them on occasions. This clearly influences destination decisions and is difficult to combat in a marketing sense unless the family/friends live in Penrith Valley!
- There are other 'influencers' that can virtually dictate where the Central West traveller will go; for instance, doctors, education specialists, etc. It is hard to tell from the research whether doctors' referrals to areas in Sydney other than Penrith are based on the fact that the service is only available elsewhere, or whether the referrer is unaware of the services available in Penrith. Further exploration of this may be worthwhile.
- **Negative image perceptions of Penrith do not appear to be a primary impediment** to visitation though there was a minority of resident respondents who raised concerns about the area. Awareness rather than image is the priority – and with awareness may come a change in pre-conceived ideas.

This is valuable information that will be used to ensure that the co-operative campaign in the Central West will be effectively targeted.

Incorporation of the Market Research knowledge into future marketing activities

This market research has generated a large volume of valuable information which is still being absorbed. Some responses have already been implemented while others will require ongoing commitment through appropriate programs.

Work is under way in developing the 2002-4 City Marketing Plan. A number of programs will be included in the plan, partly or wholly in response to the information received from the market research, including....

- Seeking professional advice on establishing a media campaign to improve the image of Penrith Valley east of Homebush;
- A program to market the area to local people and develop local pride through shopping centre promotions, media campaigns and other promotional activities;
- Establishing a campaign to get more businesses to use the Penrith Valley branding;
- Price driven visitor packages to be offered at consumer shows as part of the regional campaigns;
- More aggressive events strategy;
- Central West co-operative marketing strategy;
- Co-operative tourism marketing program.

The market research will be considered on an ongoing basis by a marketing strategy group to be formed within the Economic Development & City Marketing Department. The group will seek ongoing opportunities for the information from the market research to influence the implementation of marketing activities.

Council is not the only stakeholder in City Marketing and once Council has received tonight's report the information will be disseminated through a seminar or seminars presented to the

business community and tourist operator as an aid and encouragement to them to contribute to the marketing of Penrith Valley.

Overall we believe that all of the market research reinforces the need to be aggressively promoting Penrith Valley. People are out there waiting to be told what we have to offer!

Finally we would like to acknowledge the excellent quality of work and high level of service we have received from C&R Research, with both the Visitor Survey and the Central West Survey.

RECOMMENDATION

That the information in the report on the Market Research Program be received.



The City in Its Region

2 Using the "Head of the River" to market Penrith Valley

1133-32 Part 7

Compiled by: Paul Page, City Marketing Supervisor

**Authorised by: Geoff Shuttleworth, Economic Development & Marketing
Manager**

Management Plan 4 Year Outcome (Page 5): *Penrith is recognised widely as an innovative vibrant and attractive City with an identity distinguishing it from other parts of Sydney.*

02/03 Critical Action: *Secure and promote major events and celebrations.*

Purpose:

To respond to Council's request for a further report on marketing the Head of the River made at the Ordinary Meeting on 19 August 2002.

Response to Issues Raised

The original report proposed that action be taken to develop a relationship with the organisers of the Head of the River, one of the largest events held in Penrith Valley. This was followed by a number of proposals to promote Penrith Valley that could be pursued following the development such a relationship with the event organisers.

The first four actions were expressed in terms of "Penrith Valley" taking these actions. The use of the term "Penrith Valley" was intended to mean that wider city support for these actions would be sought rather than being pursued as stand alone Council initiatives. This reflects the nature of City Marketing which is about working in partnership with local stakeholders to market the City.

The actions proposed in the original report were...

1. Penrith Valley to offer an annual award, shield or cup for some outstanding achievement within the event;
2. Propose that Penrith Valley dignitaries present prizes or otherwise be involved in a way that recognises the significance of the event;
3. Investigate Penrith Valley sponsoring a training scholarship with Rowing NSW or Rowing Australia;
4. Investigate Penrith Valley sponsoring the winning school to participate in the Dragon Boat Championships normally held just after the Head of the River.
5. Offer a civic reception on the Friday evening of the event for the officials and organisers. This would help to develop a relationship between the City and the event;
6. Operate an information booth on both event days (boys on Saturday, girls on Sunday) utilising the outdoor promotional stall used during the Olympics. This stall would provide information about Penrith Valley which would encourage visitation of other

attractions of the city. It is expected that most attendees of the Head of the River would be focused on the sporting event, as occurred in the Olympics. The greatest opportunity would therefore arise from creating interest in a return visit not related to the rowing.

7. Advertising in any event programs: This will be investigated in the lead up to the event;
8. Enclosing Penrith Valley promotional materials in mailings sent to participants. This will also be investigated.
9. Sponsorship of Penrith Valley promotional signage around the venue. To be investigated.

In relation to Point 1, such an award might be sponsored by a Penrith Valley organisation other than Council.

In relation to Point 2, Penrith Valley dignitaries might include a representative of an organisation other than Council which has sponsored some aspect of the event.

In relation to Point 3, the sponsorship funds could well come from another Penrith Valley organisation. The availability of the scholarship itself would not be restricted to GPS schools, but its availability could be promoted through those schools with Penrith Valley benefiting from the exposure.

As indicated in the previous report, these proposals are only suggestions which have not yet been raised with the organisers of the "Head of the River".

In accordance with Council's sponsorship policy, any proposal for Council to sponsor an event or any aspect of an event will be referred to Council for approval.

RECOMMENDATION

That the information in the follow up report on Using the "Head of the River" to market Penrith Valley be received.



THIS PAGE HAS BEEN LEFT INTENTIONALLY BLANK

Item

Page

THE CITY IN ITS ENVIRONMENT

3 Review Of Plans Of Management For Public Open Space 950/51
Pt 4

17

The City in Its Environment

3 Review of Plans of Management for Public Open Space

950/51 Pt 4

Compiled by: Raphael Collins, Parks Construction & Maintenance Manager

Authorised by: Alan Stoneham, Director City Planning

Management Plan 4 Year Outcome (Page 26): *Plans of Management for bushland areas under Council's care are implemented.*

02/03 Critical Action: *Manage selected open space and bushland reserves in Council's care on bushland conservation principles.*

Purpose:

This report introduces Plans of Management for Council's Community Land. The changes to the Plans of Management respond to new legislation by the Department of Local Government requiring all Councils to undertake a comprehensive review of the administration of public land. The consultant appointed by Council, Bruce Potts from Earthwork Pty Limited, will be in attendance to present the plans.

Background

Since the introduction of the Local government Act of 1993, Councils have been required to undertake a comprehensive review of the administration of public land under their ownership or care. As a result of this, Council prepared four generic plans of the following categories of land:

- Sportsgrounds
- Parks
- Natural areas
- General Community Uses sites

Each category document is designed to operate as an independent management and planning tool for the land included within it. Additionally, each integrates with the others to provide a consolidated land management plan.

Council adopted these plans in 1996 but since then the Plans have not been reviewed or updated and do not comply with the new legislation.

The generic plans adopted by Council were at the time adequate to the needs of Council and complied with the Act. However, the generic plans had significant shortcomings especially in regards to the management requirements of Natural areas the sustainability of which is determined by a variety of factors such as:

- Terrain type
- Existing vegetation communities
- Types of usage
- Maintenance regimes

In December 1998, the Local Government Act was amended to include changes to the management of Community Land. The Act also deals with the manner in which the categorisation and development of management plans is undertaken.

Preparation of Plans

Under the Act, Council must prepare Plans of Management for all Community Land within its ownership. Community land sharing common characteristics in function, natural features or other applicable criteria can be grouped together under a single generic plan, where it is shown that the management and administration of those lands share common ground.

A review of the Plans of Management has been undertaken that involved the following tasks:

- Review content, format and presentation of the generic Plans of Management for Community Land for compliance with the Act.
- Review the schedule of the various categories of Community Land
 - Improve the flexibility and usability of the data provided in the Schedules to the generic Plans of Management.

The principle reason the Plans of Management are being revised is to ensure that areas of natural, cultural and environmental value are managed in an appropriate and effective manner. Council's Community Land falls into 4 categories:

Community Uses

The Community Uses Plan of Management covers land and facilities used for general community purposes such as child care, neighbourhood centres, senior citizens centres and halls. The guidelines established by the Act are that these areas:

- may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public

Parks

Parks provide a host of benefits to the City in terms of creating spaces for individuals, family groups and communities to undertake activities that foster a sense of wellbeing within an aesthetically pleasing setting. This Plan of Management establishes a framework for the management of parks in accordance with the Act. The objectives of this Plan of Management are to:

- assist in the development of pro-active land management strategies and policies for parks within Council's operational structure
- establish strategies that provide for sustainable and environmentally safe management practices for parks
- provide a means for the monitoring the environmental management of Council operations on the lands
- provide a means of managing parks to retain the values inherent in the landscape and character of the neighbourhood

Sportsgrounds

Sportsgrounds provide benefits to the City in terms of allowing the development of organised active recreation and sporting facilities meeting a range of needs for all members of the community. This plan of management establishes a framework for the management of Sportsgrounds in accordance with the Act. The objectives of this Plan of Management are to:

- assist in the development of pro-active management strategies and policies for sportsgrounds within Council's operation structure
- plan the efficient distribution of sporting facilities to meet the needs of existing and proposed communities
- establish strategies that provide for sustainable and environmentally safe management practices for sportsgrounds
- maximise the efficient use of all existing sporting facilities
- provide a means for monitoring the environmental management of Council operations on the lands

Natural Areas

The Natural Areas Plan of Management covers community land containing remnant bushland, creeks and streamlines, wetlands and rivers. The Plan of Management outlines the objectives for Council's Management which are to:

- assist in the development of pro-active land management strategies and policies for bushland within Council's operational structure
- establish strategies to assist in the protection, conservation, regeneration and/or restoration of bushland covered in this plan, by government agencies and community based organisations within the City
- provide a means for monitoring the environmental management of Council operation on the lands
- provide a means of managing the sites to retain the natural values inherent in the flora, fauna and landscape elements and their relationship to the local community

It should be noted that the generic Plans of Management themselves are not sufficient management tools for more complex areas where a number of different categories and uses are involved. Some areas may have conflicting uses such as sporting fields that adjoin bushland or areas of cultural significance. Areas such as these will require more detailed Management Plans specific to a particular site. Some of the areas in the Penrith LGA that should be considered for preparing specific Plans of Management include:

- Tench Reserve
- Riverland reserves such as Weir and Regatta Park
- Werrington Creek
- Glenmore Loch
- Selected bushland reserves and wetland areas
- Lewers Gallery
- Knapsack Creek at Leonay Oval

It is worth noting that the Environmental Management Program provides for the preparation of these Plans of Management over the next few years.

Developing Plans of Management for selected areas is important because:

1. It provides a site specific management tool
2. Integrates effective planning and management of areas that have particular characteristics such as:
 - Areas of high usage
 - Significant bushland areas
 - Wetland areas
 - Areas of high scenic value
 - Areas of cultural significance

Consultation

The revised Plans of Management were placed on exhibition on 4th March 2002 for 28 days. The plans were advertised in the local papers and included advice that the plans could be viewed at Council's library, St Marys Office and the Civic Centre.

At the completion of the exhibition period, two submissions were received pertaining to the following issues:

1. Kingswood Neighbourhood Centre:

This letter raised a question concerning the proposed Neighbourhood Centre in Kingswood Park. The resident raised a question about the development rather than the Plans of Management. This was referred to the Community Development Manager for attention.

2. Use of private sporting venues in residential areas.

A letter was received from a resident making mention of problems of traffic congestion near sporting venues in residential areas. This was referred to the Environmental Planning Manager for consideration as part of the Recreation and Cultural Needs study.

Conclusion

Draft of the Generic Plans of Management for Community Land have been prepared in accordance with the Local Government (Community Lands Amendment) Act 1998. These Plans when adopted become an important planning document for the future management of lands contained within the schedule.

These Plans will provide Managers responsible for Community Land with a clearer understanding of the new requirements of the Local Government Act. Ultimately it will allow Council to exercise a longer term plan for the management of public land through the development of strategies for the benefit of the community that integrate sound land management policies with the needs and expectations of the community.

RECOMMENDATION

That Council adopt the revised Plans of Management for Community Land.



Item		Page
COUNCIL'S OPERATING ENVIRONMENT		
4	Progress Of Council's Strategic Program 36/29	21
5	Changes To Salary Administration Policy 909/75	38

Council's Operating Environment

4 Progress of Council's Strategic Program

36/29

Compiled by: All Directors

Authorised by: Alan Travers, General Manager

Management Plan 4 Year Outcome (Page 107): *Effective corporate governance has been maintained.*

02/03 Critical Action: *Prepare, implement and review strategic and management plans and processes.*

Purpose:

To review the progress of Council's four-year Strategic Program.

Background

The Strategic Plan is Council's principal policy document developed for its present four year term. As such it contains Council's vision statement and strategic directions for the City.

Council has also adopted a four-year strategic program comprising an 'outcome' which defines how far Council wants a particular response in the Strategic Plan moved forward over the four years. At the next level of detail, it identifies a small number of critical actions which are to be achieved in order to secure that outcome.

The four year strategic program is of particular importance as it defines this Council's particular program for its term and as such is the driving element for the organisation's delivery of annual Management Plans.

To achieve Council's four-year Strategic Program, accountability for securing particular outcomes has been allocated to individual Directors in keeping with the broad function areas Council adopted in its recent restructure.

In addition, responsibility has been allocated for delivering the critical actions which attach to those outcomes.

To complement this process, Managers are responsible for delivering individual tasks in the Management Plan.

Commentary from individual Directors

Each Director has provided a commentary in this report on progress, issues and directions within their responsibility areas. The report is accompanied by a separate booklet which contains a brief assessment by the relevant Director of the status of each critical action within the 4-year program. This approach provides a higher level and more qualitative assessment than that contained in the Quarterly and Annual Management Plan reports which focus more on the delivery of individual tasks and projects.

The commentary provided can be elaborated by the Director if required. This approach is consistent with the increasing emphasis by Directors on securing strategic outcomes as distinct from overseeing operations.

It is intended that similar reports from the Directors will be routinely provided to Council at its Policy Review meeting immediately following the Half-year and End-of-year Management Plan reviews.

As previously recognised, these reports can also serve the purpose of contributing to assessment of the individual performance of Directors over the preceding year and will again in that way serve to emphasise that the Directors' principal function is about delivering strategic outcomes rather than managing detail.

DIRECTOR - CITY STRATEGY

This report supplements the commentary on the progress being made toward achievement of outcomes provided in the mid-term review of the Strategic Plan completed in March. These comments provide a snapshot up to the end of the 2001 – 2002 planning period.

Strategic Plan

The March review proved valuable as a stocktake of progress, an alert to where emphasis is required and as a guide to the formulation of the 2002 – 2003 Management Plan. The need to better fund Council environmental strategies in order to accelerate them was drawn into focus, ultimately seeing a special rate for this purpose installed. Continued organisational attention on this sub-program will need to be achieved in coming years as public reporting and accountability requirements of the Department of Local Government are quite specific.

Other measures requiring more attention as identified in that review, have been embraced in the Management Plan and by the accountable Director's attention.

As well as keeping an eye on achieving the nominated outcomes and critical actions of this four year program, it is now intended to begin researching and preparing the background discussion needed for the next review of the Strategic Plan and associated four year Strategic Program to be produced by the Council next elected.

Management Planning

The formulation of the 2002 – 2003 Management Plan and all reviews of the 2001 – 2002 Plan were completed on schedule and as otherwise required by the Act.

The current Management Plan addressed issues of resourcing, identified last year, responded to the mid-term Strategic Review, continued policy emphasis on increasing asset maintenance, maintained existing services and continued to add to the stock of the City's assets. The environmental program, supporting EDEC as an independent entity and neighbourhood development initiatives were agreed to by the Minister as warranting special rating approval.

At the organisational level we continued to refine the effectiveness of the Plan making and review process to good effect. Council was able to engage more in the development of the Plan through extra policy workshops and earlier production of meaningful financial projections. Managers are assuming increased ownership of the process as well as the overall Plan. This in turn produces a very real benefit by allowing Directors to concentrate on achieving the higher level critical actions and outcomes.

During 2002 – 2003 an automated system is to be introduced which will result in major time saving at all levels and facilitate valuable organisation capacity estimates and forecasts.

Corporate Effectiveness and Development

Organisational Review

Reviews which were completed or substantially advanced during the year included:

- Customer service
- Children's services
- Arts administration
- Newspaper advertising.

The Recreation and Open Space Review has been recast to concentrate on Stage 1 as a wider examination of social needs.

The practice of conducting reviews of selected elements of the organisation will be receiving less emphasis in light of the service specification program which will see all of Council's services reviewed over two years.

The service specification program is nearing the end of its pilot phase. It will continue with an emphasis on skilling staff and Council in assessing services for value and relevance. A two year target has been set for completing specifications for all services. Managers will be required to develop a coordinated program and timetable.

Specific reviews of the following functions will be conducted this year:

- Contestable building regulation
- Open space management practices.

The Review of Information Technology has proceeded and its principal recommendation relating to developing or enhancing an Information Systems Strategy, Information Management Strategy and Information Technology Strategy are being advanced.

Emphasis in the coming year will be on:

- Formalising consultation practices
- Customer service review outcomes – including customer service training
- Carrying out and responding to customer surveys
- Implementing a corporate marketing approach
- Telephone system enhancements.

A major program of training managers in effective management and the development of more meaningful performance indicators will be communicated in the coming year.

Managers' Commitment

Almost all the corporate development programs require considerable input from Managers who must not only be involved in installing new systems etc, but must also lead their staff in this. Clearly, Managers have finite limits on the time they can commit to corporate activities.

This is emerging as an issue, particularly when coupled with the time that also has to be given to the organisation's training program. This must be recognised as a practical constraint.

ESD

During the year a self-assessment by Managers of ESD practice was conducted. That provides a basis for continuous improvement and will be used as base material in a full audit to be carried out this year. That audit will produce recommendations for better practice where opportunity is identified.

Local Economic Development

Job Growth

The recent census will over the next year allow an accurate assessment of the progress being made in achieving targets in the City's employment self sufficiency, growth in firms and growth in the number of employees per business. The more informal data gathered to date suggests the City is tracking well. But with a major injection of new population to the City about to begin those targets will be put under real pressure. Much emphasis has been placed on negotiating job creation targets and initiatives into the emerging plans for new urban areas. It is critical for job self-sufficiency these areas deliver substantial job numbers early in their development cycle.

EDEC

EDEC has progressed to the point where it needs to operate independently of (but closely with) Council if it is not to be constrained as an agent of local economic growth. Council has agreed to support it as an independent entity, rather than a Council committee. The five year strategy is about to be reviewed. This offers an exciting future for local economic development around the model of engaging local institutions in cooperatively advancing the City's economic strengths.

Significant EDEC outcomes driven by EDEC and its business and institutional partners include:

- Industry Network Project funded through Regional Assistance Program;
- Job Perceptions Study funded through Regional Assistance program;
- Home Based Business Network pilot highly successful with over 80 members;
- Audit of IT Capacity completed;
- High Performance Computing Centre established and being used by businesses;
- IT Business Incubator concept adopted and funding achieved for feasibility study;
- Information Technology Network established;
- EDEC members participated with Council in business delegation to Xi Cheng;
- Pilot program for Corporate Governance training at UWS by members of Xi Cheng government;
- Tourism Infrastructure Investment Study completed;
- Maximising Youth Employment Project being undertaken by Chamber of Commerce funded by GROW.

The City Partnership

Council has recognised the value of a partnership among more City institutions in achieving results for the City. This year we moved towards more formally structuring that partnership, having defined formal agendas of cooperation with UWS and the Western Sydney Institute of TAFE. It is proposed to continue that with other key City partners and to use the partnerships to gather input into the Strategic Plan review, the City Needs Study and responses to the City's sustainability agenda.

International partnerships continue to develop. Highlights this year being:

- two visits by delegations from Xi Cheng district;
- corporate governance training program undertaken with representatives from Xi Cheng district at the University of Western Sydney;
- visit by Mayoral delegation from Fujieda City, Japan which included discussions on an economic partnerships.

We are continuing to bring a heightened economic emphasis to these.

Employment Lands

The need to ensure a continuous supply of available serviced land is being pursued. Erskine Park is able to be serviced with water, sewer and power. All land use issues, planning instruments and development charges are about to be resolved. Developer interest is strong.

A study to determine contemporary requirements and how to address these in new development areas will continue this year, as will examination of servicing shortages in presently zoned areas.

City Marketing

The City Marketing Program has concentrated on leveraging off the platform that was created during the Olympics.

The theming of “Aquatic Recreation and Outdoor Adventure” has been used in product packaging initiatives, particularly the “Water, Rock, Ride” promotion.

A series of integrated regional promotions was undertaken to market the advantages of Penrith Valley as a place to live, work, visit, invest, play and learn. These promotions included Canberra, Wollongong, Newcastle and Central West NSW.

In order to better understand potential target markets, a number of market research projects were undertaken. The results of this research will be used to set the direction for our future marketing strategies.

Planfirst

WSROC has responded to the regional implications of Planfirst by moving to develop a regional planning framework as the Regional Strategy is prepared for Western Sydney. Penrith has been active in leading and encouraging others to participate.

DIRECTOR - CITY PLANNING

Most of the outcomes and critical actions which the City Planning Directorate is responsible for deal with managing growth and its consequences for environmental management, access and transport, community development and the visual quality and character of the City.

Growth Management

On the 5 December 2001, Planning Minister, Andrew Refshauge, announced a series of urban release sites in Western Sydney with the potential to accommodate 89,000 allotments. Penrith was excluded from that announcement save for the Glenmore Park expansion area for which Council has already endorsed the advancement of planning studies.

Notwithstanding this and the fact that the Minister has approved our Residential Strategy which provides for some 19,000 new dwellings, there was no agreement with the State Government on our growth management strategy.

A meeting in May with the Planning Minister enabled us to articulate our concerns that additional release areas might emerge. These concerns were appreciated by the Minister who undertook to write to Council acknowledging our growth management strategy and instructed the Department's officers to develop a communication protocol with Council should additional urban release areas emerge. Meetings with the Department's officers have been occurring and we anticipate a letter from the Minister shortly.

Considerable efforts have been directed to a study of our rural lands and the development of a draft strategy. The community have been fully engaged in our planning processes and a number of workshops have been held with Council on the outcomes of the consultations on the draft strategy. We hope to be in a position within a few weeks to further advance Council's deliberations of these matters.

In keeping with Council's desire to provide quality living and working environments, last year it endorsed an approach for resourcing the planning for each of our urban release areas. That essentially involved contributions from benefiting developers with a balance of funds provided by Council. These resources have been or are in the process of being engaged in the planning and delivery of the new or expanded communities in: Claremont Meadows, Penrith Lakes, Lakes Environs, Caddens, North Penrith, ADI, Glenmore Park and Werrington Signals.

Access and Transport

Although there have been improvements to Penrith's transport infrastructure in recent years, Government support for an integrated transport and land use plan has not been forthcoming.

In a recent deputation, the Minister acknowledged that such a strategic plan was important in developing an understanding of medium to longer term implications of growth and the equitable assignment of responsibility for improving the networks. To date no commitment has been forthcoming to its development.

In the absence of such a plan, we have commissioned an arterial roads study for the purpose of developing priorities for road improvements within the City. A high priority exists for the construction of the Werrington Arterial to facilitate access to the University precinct, Dunheved employment area, the ADI site and the M2 Freeway. This issue was also pursued with the Minister in the recent deputation and again there was acknowledgement of Council's case, but no commitment was forthcoming for its programming.

This and other transport improvements, together with the integrated transport and land use plan, are matters which need to be pressed with the Minister as a matter of urgency. The support of the Local Members needs to be obtained here if we are to secure these outcomes.

Environmental Management

Council has now committed to the implementation of an expanded environmental management program which over the next ten years will respond to improvements in the catchment. Our programs will need to be selected with care to ensure that we address a broader natural resource management agenda consistent with the Blueprint for the Hawkesbury/Nepean.

Submissions made to the 2002/03 Management Plan have challenged Council to better resource our management of the natural environment, particularly in the finalisation and

implementation of a biodiversity strategy and for the preparation and implementation of plans of management for bushland areas for which Council is responsible. Initiatives which deal with these challenges are being finalised and further reports will be presented to Council once the structure for managing our new environmental planning agenda is settled.

Council has for a decade or more taken various initiatives to secure the long term conservation of bushland throughout the City. Much of this bushland is in the ownership of the State or Federal Government. Despite the support of the Local Members, we have not been able to advance plans of management nor implementation strategies for much of the State Government owned bushland within the City. These are matters which we will need to pursue with the relevant Ministers as the Government agencies do not appear to have the resources to manage this important natural resource.

Furthermore, we have to date not been able to secure a commitment from the Federal Government to the preparation of management plans for their land holdings which was a promise made prior to the last Federal election. Further efforts need to be made to secure a commitment from the Federal Government to such action.

Community Development

The recreation, cultural needs and infrastructure study has now commenced. This will furnish Council with an inventory of community infrastructure needs around which appropriate programs and funding strategies can be developed. A Working Party of Council has been established to oversee this important body of work which should be completed in time for consideration in Council's 2003/04 Management Plan.

Additional social planning resources have been provided for in the budget for the urban release program. This will in turn enable additional resources to be directed to social research and analysis of social disadvantage. This will provide Council with a well researched approach to issues of social justice and will provide a base for engaging Governments in delivering responses.

Visual Quality and Character

Considerable emphasis has been placed on management of the City's natural, rural and urban elements such that its distinct character and identity is not lost.

Council has had a successful city beautification program for a number of years, although this in large measure has been confined to high exposure sites within our urban area. Amplification of this program to other urban and rural precincts within the City will be required to enable us to give effect to the intent of the Strategic Plan. In this regard, more work needs to be done with Government and other significant landowners to secure their co-operation in enhancing their properties. Support of the Local Members to facilitate funding programs for State and Federal Government owned properties will be fundamental to achieving this outcome.

Other Issues

The increasing complexity of the environmental planning legislation is having a material impact on our ability to regulate development. The legislation which enables private certification of development is and continues to be problematic.

While the seemingly endless number of legislation changes has resulted in complexities for both our staff and customers. It would seem that these concerns are also impacting on our neighbours and it is timely for a regional response to be formulated to Government about the implications of the environmental planning legislation.

DIRECTOR - CITY OPERATIONS

Asset Management

Road Network

Council has received a number of reports regarding the condition of the road pavements. This has been addressed by Council in previous Management Plan processes. Additional funding of \$610,000 being allocated for road maintenance for each of the next two financial years. This additional funding has definitely helped slow the rate of deterioration of Council's road network.

The Asset Management Strategy to be developed in 2002/03 will include a longer term financial model to improve and maintain the road network condition.

Over the previous years emphasis has been placed on the road pavement condition due to its high value and importance to the community. However, last year emphasis was also placed on the other general maintenance levels of service eg drainage maintenance, footpath maintenance, litter clean up etc. A restructure of the previous Works, Construction and Maintenance Department to the Asset Management Department occurred. The restructure saw the introduction of works and asset co-ordinators.

AusSpec No. 4 Road Reserve Maintenance documentation was also introduced in 2001/02. This enabled us to determine the current level of service being provided with our existing resources for a large number of general maintenance services. The introduction of the AusSpec process has resulted in the identification of an extensive workload, especially in concrete repair work, that cannot be made with our current resources. This issue will be presented at the Service Review Working Party meeting proposed for the 19 September.

The introduction of AusSpec also greatly assists risk management processes.

As part of a directorate restructure the responsibility for street cleaning was transferred to the new Waste and Community Protection Department. This enables this service to be co-ordinated with the domestic waste and residential clean up service.

A review of the night time sweeping operations has resulted in an additional mechanical road sweeper being attached to the day time mechanical sweeping service. This has led to doubling of the sweeping operations in the urban residential areas. It also enabled hand sweeping operations to be carried out in the CBD's on Saturday mornings. This did not result in any reduction of the night time service.

A development application is currently being prepared to operate a recycling centre on the rehabilitated Gipp Street landfill site. This operation will assist in recycling materials into new projects and also to develop the site to its final end use.

During the last 12 months, asset management operational procedures have been developed to address the new occupational health and safety requirements.

The Asset Management Department is also now responsible for local traffic, road safety and the provision of developer constructed assets.

Buildings

During the 2001/02 period, the condition assessment of all Council buildings was updated and a presentation made to Council on the need to provide continued additional funding for the ongoing refurbishment and maintenance of Council buildings.

It was identified that an amount of \$600,000 is required and this need was recognised by Council by increasing the budget for the Building Refurbishment Program in the current budget from \$200,000 to \$350,000. A further \$1.75 million is spent yearly on day-to-day maintenance and repairs and service contracts to maintain plant and equipment such as air-conditioning, lifts, fire fighting equipment, etc. Cleaning, security and graffiti removal costs a further \$1.2 million.

John Phillips will retire in September this year. John's position was advertised and an appointment has been made. The position has been retitled to that of Building Services Manager.

The Building Construction Program has undergone a resurgence with projects totalling approximately \$15.7 million to be constructed over the next two – three years.

During the year, tenders for Council's Security Contract were called and a new firm was appointed. Security at the Civic Centre and a number of Council buildings has been upgraded utilising CCTV technology.

The Graffiti Removal Program is making a positive impact on the presentation of Council buildings with the Young Offenders Program assisting by removing graffiti on colorbond fencing adjoining reserves.

Parks

The annual Parks Improvement Program totalling \$300,000 was completed and gave particular attention to the installation and upgrading of field lighting, construction of carparks and installation and upgrading of irrigation systems. Some field renovation works were also carried out.

The consultant's have been engaged to conduct the Recreation Strategy Study and the Parks Department will be providing activity data for their use. It is expected that this study will give some direction as to the growth of sporting associations in Penrith and their future needs.

A number of landscaping projects were undertaken to improve the appearance of the City including floral displays and general landscaping.

The new Panthers BMX Club facility at South Creek Park, St. Marys is well advanced with assistance from Council and Penrith Panthers. It is expected that the track will be opened in late September.

In November 2001 a devastating wind storm hit the City and Penrith was declared a natural disaster area making it eligible for financial assistance from the State Government. The clean-up cost over \$200,000 which was recouped from the government and took over a month of concentrated effort by a large number of Parks staff.

During the year, a Tree Management Officer was appointed who is a qualified Arborist and is able to provide a specialised service to residents in administering the Tree Preservation Order. Approximately 40 inspections per week are carried out as well as providing specialised advice to residents and other Council staff.

The Bio-Park in Garswood Road, Glenmore Park, covering six hectares, was completed. This project aims to preserve the existing bushland, creeks have been improved to reduce erosion and a sealed pedestrian network and items of interest have also been provided at a total cost of \$450,000.

Improvements to the Werrington Creek system have been underway throughout the year utilising a Stormwater Improvement Grant from the EPA. Further funds were provided by Council for improvement works around Werrington Lake such as pathways, drainage improvements and tree planting.

Bushcare

Community involvement in bushcare has experienced gradual growth over the last year. Bushcare is an active that does not have an immediate impact and requires a patient and methodical work strategy to slowly improve and unhealthy plant community into a healthy and diverse eco-system.

Council's Bushcare Facilitator has made significant inroads into changing community attitudes towards bushland areas. The bushcare network has strengthened its lines of communication resulting in greater access to grants, training opportunities, increased awareness and participation.

Property Management and Development

The past year saw the finalisation of the sale of Richmond Park Estate excluding Lot 1 Cherrybrook Chase at the entry from Londonderry Road which will be put to auction next month and a number of significant homes have already been built on the estate.

A bid was made for a commercial property in the Penrith CBD which would have fulfilled the objectives of the CBD acquisition strategy, however, Council was unsuccessful.

In May 2002 Expressions of Interest proposals were called for by the State Government for the purchase of land for the erection of a State Government Office Block. An Expression of Interest document was prepared and submitted to the State Government and Council remains on the preferred tenders list with further negotiations expected to commence shortly.

Discussions have also been held with a State Government Department on the potential and future development of the Woodriff Street site.

Council's gross rental income increased by 3.2% during the period which was generated from 113 tenancies with a 96.6% occupancy rate.

Waste and Community Protection

The retirement of the Safety, Emergency and Waste Services Manager provided an opportunity to review this Department's functions prior to filling the vacant position. The Department is now the Waste and Community Protection Department with Mr. Barry Ryan as the Manager.

The function of City Cleaning incorporating street cleaning services and street cleaning crews and litter control are now within this Department, hence, all waste, litter and cleansing services now reside within the one department.

Waste

Negotiations with Council's Waste Contractors to provide additional clean-ups and a collect and return service for multi-unit housing were successful and these new initiatives were implemented on 1 July 2002. These two programs have seen significant reduction in the amount of waste being left on footpaths.

The availability of smaller bins during last year has proved successful with over 700 residents taking up the new option. Requests for the smaller bins continue to be received.

Council also entered into an agreement with the Western Sydney Waste Board (now Resource NSW) to send 20,000 tonnes of waste per annum to a waste pre-treatment facility at Windsor. The construction of this facility appears to have stalled.

Council's Waste Education Officer continued her good work during the year with 39 schools and 19 community groups visited and a number of exhibitions at shopping centres throughout the City.

Rangers and Animal Control

Council's Ranger complement was increased by two during the year and a Companion Animals Officer was also appointed to provide an increased focus on regulatory and animal issues. More recently on 22 July 2002, four Parking Patrol Officers were transferred to Council from the State Government further increasing Council's presence on the streets.

Emergency Services

The Christmas 2001 fires were a major focus of activity for emergency services and Council staff. Penrith Council's assistance to the emergency services was recognised as being of the highest calibre.

More recently, a new 22 seater air-conditioned bus was purchased for the Penrith Rural Fire Service utilising a grant of \$50,000 from Penrith Panthers and \$42,000 from Council, as buses are not provided as part of the Rural Fire Service plant fleet.

The NSW Rural Fire Service State Championships were awarded to Penrith in 2002 and the event will be held at the Penrith Showground on the weekend of 21 & 22 September this year.

Extensions to the State Emergency Services Headquarters at Gipps Street, Claremont Meadows will shortly be constructed utilising grant funding from the State Government and Council's funds.

Community Safety and Neighbourhood Renewal Program

Community Safety

The Penrith Valley Community Safety Plan has been completed to draft stage and is currently on exhibition. The plan outlines five key Community Safety and Crime Prevention areas including:

- Personal Safety
- Antisocial Behaviour
- Fear of Crime
- Issues affecting People & Places
- Theft of or from a vehicle

The Penrith Valley Community Safety Partnership will oversee and participate in the implementation of strategies and actions developed for each area and members are already convening to advance community safety initiatives across the city. The partnership has developed a logo and a slogan, "people working together" that readily identifies the concept and aims of the Community Safety program.

A brochure highlighting Council's Community Safety function has also been developed to compliment and promote Community Safety and the partnership approach adopted.

Community Safety partnerships continue to prosper in the development of other initiatives including an agreed trial protocol with NSW Police for the CPTED review of relevant development applications. A successful outcome to enhance the management and safety of the Jamison Skate Park has been the establishment of the first stage of the Community Safety Plan for the facility that included consultation with a range of partners and neighbouring sporting groups.

Neighbourhood Co-ordination Project/Shopping Strip Improvement Project

A strategic plan and implementation framework has been developed for the Cranebrook Town Centre Project. The project group is convening in two smaller groups to progress the plan, looking specifically at the physical environment, community development/communications. The strategic plan was launched by the Mayor on Wednesday 26th June at the Mt Pleasant Neighbourhood Centre.

Initial meetings have commenced with key members of the second pilot area nominated, Werrington/Cambridge Park. Development of this initiative will include consultation with stakeholders and the community. The successful approach adopted for Cranebrook will assist in providing a model that can be adapted to accommodate the specific needs of the Werrington/Cambridge Area.

Implementation of prioritised recommended strategies from localised consultations will commence in the second half of 2003. Shopping strips within this pilot area will be included in strategies adopted for the area.

DIRECTOR - CITY SERVICES

The Directorate of Services has six primary functional areas:

- Children's Services
- Workforce Development
- Legal Services
- Executive Services
- Information Technology
- Information Management

Children's Services programs and operations are focussed towards promoting and supporting families and children to enable them to contribute to the economic and social well-being of the City. Engaging with the community and all levels of government to remain focussed on the strategic direction remains a strong goal.

The remaining Directorate functions are all geared toward resourcing, leading and working with others (internally and externally) to assist the organisation to effectively deliver the agreed program of local government for the City. The following comments highlight key focus areas being addressed by the Directorate together with some emerging issues.

Children's Services

A lot of effort is being given over to having in place a co-operative management structure for Children's Services that will be operational from the beginning of next year. This body of work is on track. Transitional budgets have been developed toward a centralised financial

model for Children's Services that aims to be in place from the start of next year. An examination of the appropriateness (or otherwise) of moving to a calendar year budget for Children's Services will be carried out alongside the newer initiatives mentioned above.

Council's Traineeship Program (in partnership with TAFE) across a large number of Council's centres continues to strengthen the Children's Services Program across the City. Rebuilding options for Glenmore Park B&A Service have concluded and it is anticipated construction works will commence during the latter part of this year.

Encouragingly, all categories of children's services are on track in terms of utilisation rates. Customer satisfaction rates measured through surveys are exceeding targets. A continuing position for Council is to advocate and lobby at each opportunity for adequate government support of Children's Services fee structures and improved funding levels.

An ongoing issue is the provision and cost of places for infants. Demand is growing and waiting lists increase steadily. Children's Services continue to be provided by Council to assist family employment choices and to maximise children's potential. At this point, all critical actions are on target and ongoing relating to Council's identified issue of planning and providing for the needs of children.

Workforce Development

The Department, as does the Directorate, operates in an environment of constant change. Council values highly the people who work for it and accepts an obligation to provide them with a safe, secure and satisfying workplace to be treated equitably and with respect and to be appreciated and rewarded. The strategic focus has been across several primary areas, namely, implementation of the Salary Administration System, the successful development and implementation of an integrated Human Resource/Payroll System and ongoing delivery of the organisation Training Plan with an increasing emphasis on computer training.

Workforce Policy development continues. There has been a move towards enhancing present workplace conditions of employment to recognise and accommodate family responsibilities (parental leave and Council support toward a breastfeeding friendly work environment are recent examples).

A draft Workforce Development Plan supporting the strategic objectives of Council has been developed. This plan is to be finalised before year end and will greatly assist the provision of an effective workforce development framework.

Workplace safety remains an ongoing challenge. Enhanced workplace rehabilitation programs are ongoing. Given increasing insurance premiums, the need to continue to improve organisation practices in these areas is required. More attention is required in terms of providing a safe and equitable workplace. The introduction of a new OH&S Act and regulations requires the organisation to examine all compliance issues in a timely manner. All departments are actively involved in this process.

To better assist the provision of an effective workforce development framework, a greater focus across the organisation is required in the completion of Employee Performance Planning and Review booklets. Emphasis will be placed on enhanced reporting systems to achieve this over the next two years.

With the exceptions mentioned above, all other critical actions are on target and ongoing. All outcomes are focussed on Council having a flexible, skilled, motivated, responsive and valued workforce in place all within a harmonious employee relations climate.

Executive Services

It is recognised that the increasing demands over recent years on Councillors' available time has presented some challenges in enabling Councillors to effectively carry out their many and varied responsibilities. It is felt that strategies have been introduced this year that are realising the better management of Councillors' time.

A number of completed functional reviews (Code of Meeting Practice, Local Newspaper Advertising, Delegations, Business Paper System) and the implementation of recommendations from those reviews continue to ensure that the organisation is receiving maximum value across those areas. Further reviews this year will address printing services and the policy on payment of expenses and provision of facilities to Councillors, Mayor and Deputy Mayor.

In the lead up to the 2003 Local Government Elections, a consideration of present ward boundaries will be finalised. As the City develops, there is an escalating number of civic events and programs that require good management and co-ordination. This program continues to be delivered to a high standard. The organisation capacity review has addressed some resource inadequacies that will enable this service to move forward.

Managing Council's meeting program and processes and providing agreed support to Councillors has been achieved. In general, all critical actions are on target and ongoing.

Information Management/Technology

These Departments are now focussed on strategies to optimise the performance of existing systems and to identify any existing or emerging system that will add value to the organisation. There is a concentration on positioning the organisation to ensure that the right procedures and systems are in place to ensure the delivery of Council's program to the City. Of note, has been the successful implementation of an E-mail Policy. Ongoing effort is being given to addressing and implementing the recommendations from the IT assessment and review. Particular focus is being directed to having in place the fundamental technology infrastructure required to enable Council to provide secure on-line services.

The time ahead will focus on developing plans to lead to the effective management of Council's information to ensure all customers (internal and external) have access to complete timely and accurate information to facilitate their activities. A draft Information Management Strategy has been prepared and is being reviewed. One identified issue is that the present Records Management System is a traditional hard copy, paper based system that is required to operate in a contemporary information management era. Technological change, statutory requirements and the escalation of electronic communications are increasing challenges for Council to effectively manage.

In terms of providing information and education, Council continues to deliver enhancements to an excellent public library service. A continuing focus is the development of on-line services as well as extending the traditional hard copy lending and research services.

CHIEF FINANCIAL OFFICER

Financial Services is responsible for delivering several key outcomes and critical actions in the Management Plan associated with improving Council's financial capacity and developing sound risk management practices.

The past twelve months has been a period of consolidation for the new financial system. The implementation of the system coincided with the turnover of key financial staff and as a

result the transition from the old to the new system was not as smooth as planned. Many improvements have been made since then and the system now delivers timely reporting in a variety of flexible reporting styles to Council and management. The latest budget was the first which fully utilised the new system. The accounts for the last financial year are also being prepared using this system and will shortly be presented to Council for adoption.

A key stone to improving Council's ability to master its financial future is the development of two year and ten year budgets. The two year budget will enable more immediate financial considerations and trends to be recorded in a budget context and smooth out the annual process of allocating competing works to the budget. The longer term ten year budget will capture the impact of assumed future trends and outcomes from various planning scenarios. These assumptions can be modeled, discussed and refined and the model itself used as a key planning tool, providing better information about the future impact of today's decisions.

The development of these budgets over the next twelve months supports several critical actions including the development of a plan to secure a sound long term financial position for the Council and the provision of financial advice and information to support Council's decision making process.

At management level various reporting formats have been developed including a financial health report for the CMT. Importantly, information provided will be accompanied by strategic commentary and recommendations, as appropriate, to ensure that the data presented informs users about progress towards goals and maximises any financial opportunities that may be present.

Council has adopted a critical action of reviewing opportunities for sustainable and equitable increases to its income which are supported by the community. This is an ongoing objective and a significant milestone was reached recently with the securing of \$25 million of additional rate income over the next 10 years to support Council's environmental, community safety/neighbourhood renewal and economic development outcomes. The approval of an additional 4.8% rate increase, above the 3.3% allowed by the Minister, was obtained after thorough, consultative consideration of the proposal and resulted in solid community support for a rate increase which would assist the achievement of these important programs.

An important critical action, the implementation of a contemporary debt reduction policy, continues in accordance with Council's adopted strategy. The use of loan funds over and above that required to fund ongoing capital works must be matched with revenue or operational savings to service the debt. Additional borrowings of \$2.3 million to assist funding of the Gipps Street Tip rehabilitation have been included in the current year's budget, with loan payments to be met from the annual Domestic Waste Charge. Savings in debt servicing costs, as compared to the current year, will occur as the proportion of Council's debt without a direct funding source is reduced. The current year's budget has brought forward these future years' savings by drawing down current loan sinking funds, to be repaid at a later date, and directing these funds (\$610,000) to road asset maintenance.

As part of achieving a property development strategy which supports Council's economic, social and environmental objectives it is proposed to develop a policy on the disbursement of returns from property development. The proposal to be developed will include the use of these returns for the provision of new capital infrastructure and asset maintenance. The current year's budget includes a proportion of property development income (\$150,000) directed towards funding additional building renewal works.

Additional funding has been secured for a proportion of the required amounts which need to be spent on asset maintenance. In the case of roads, however, this additional expenditure is only available for two years. The Management Plan call for the development of a sustainable financial response to existing and future asset maintenance. Life cycle costing plans will

need to be developed for all assets and future expenditures factored into the long term budget to enable funding considerations.

A key component of achieving critical actions associated with risk management is the continuation of risk profiling throughout the organisation. The systematic assessment of risk and subsequent actions taken to reduce exposures will assist the achievement of Council's goals and also have a positive impact on insurance premiums in what is currently an unfavourable market. A review of the placement of Workers Compensation insurance is continuing in conjunction with Westpool. Workers Compensation procedures are also currently being reviewed as are the operational relationships between this function and the delivery of occupational health and safety services.

Summary

The Organisation

This report and the March review together demonstrate that solid progress is being made and that a number of areas will require concerted attention over the next two years.

The organisation will continue to evolve through a number of measures. The service specification program coupled with better customer survey practices and improved performance measurement will increase Council's responsiveness to the community's requirements and preferences.

Continued attention to developing the skills, training our staff and shaping the work force to meet contemporary requirements will continue to add to the organisation's effectiveness.

Consideration and implementation of the recommendations of the Information Technology Review will improve operating efficiency. An important task is to develop an Information Strategy as the guide or foundation for our Information Management Strategy (the approaches) and an Information Technology Strategy (the systems).

Growth Management

A major effort is and will continue to be directed to managing growth. That involves not only new areas, but redressing the shortages and omissions of earlier phases. That includes employment generation issues, wider provision of major transport infrastructure and systems, fundamentally re-assessing the City's social, cultural and recreational requirements, and of course protecting and repairing rural and natural environments.

The Neighbourhood Renewal Program is a response to this. Now it is bedded in, more visible on the ground results can be expected.

The City is often dependent on other spheres of Government playing their roles properly. Council has recognised it will need to press vigorously for more Government attention on these issues.

There is increasing evidence of concern by the local population that continuing growth is diminishing the City's quality of life and convenience.

Not unexpectedly asset management and resourcing remains a major issue, more so as we become more skilled in identifying true costs and the punitive effect of under-investing in asset maintenance and replacement. Development of a strategic funding response to this area of funding is paramount.

Moreover, the need to move to longer financial planning horizons (two to ten years) is recognised. Development of that approach is linked to a planned review which will explore how the use and value of the Council's assets might be optimised to assist long term resourcing.

Generally, it is considered by the Corporate Management Team that the first two years of the program have seen solid progress and Council is well placed to substantially complete its program.

RECOMMENDATION

That the information contained in this report on the progress of the Strategic Program be received.



Council's Operating Environment

5 Changes to Salary Administration Policy

909/75

Compiled by: Paul Humphreys, Workplace Assessor & Danielle Welsh,
Personnel Services Manager

Authorised by: Linden Barnett, Workforce Development Manager

<p>Management Plan 4 Year Outcome (Page 56): <i>A flexible, skilled, motivated, responsive and valued workforce is in place.</i></p> <p>02/03 Critical Action: <i>Provide a safe and equitable workplace.</i></p>

Purpose:

The purpose of this report is to advise on implementation of the revised Salary Administration Policy.

Background:

The Salary Administration Policy is a key part of the Personnel Services Policy Manual. Previously there were three documents in this manual that pertained to Salary Administration.

- Salary Administration Conversion Document containing a position listing and current rates of pay – November 01.
- Skills and Knowledge Assessment Policy January 2001
- Salary Administration Policy September 1999

At present Council is in the process of implementing a Skill and Knowledge based Salary Administration System to be applied to the whole organisation. A trial of this system has been undertaken and subsequent amendments to the system have been made.

These changes have been presented to Managers and the JCC with all parties agreeing in principle to the changes.

A new policy that reflected the changes was presented to, and signed off by, CMT on 22 May 2002. The revised Policy has been circulated for inclusion in all copies of the Personnel Services Manual.

How have the policy documents been changed?

The *Salary Administration Conversion Document* was updated in February 2002 to reflect award increases and the movement/creation of positions in the salary structure. Updated versions have been circulated for inclusion in all Personnel Services Manuals.

The following changes have been made to the *Skill and Knowledge Assessment policy January 2001* and the *Salary Administration Policy September 1999*:

- The Skills and Knowledge Policy and the Salary Administration Policy have been brought together into one policy – The Salary Administration Policy May 2002
- The responsibilities in relation to the policy have been amended
- Information relating to Skills and Knowledge Assessments has been revised
- The section regarding rates of pay upon appointment has been revised
- Some amendments have been made to application of the higher duties allowance

- A minor amendment has been made to the Market Forces Adjustment section
- A section on transitional arrangements has been included
- Updated sample documents and process flowcharts have been included as attachments

More detail about each of the above mentioned changes follows.

Joining of the two policies

The Skills and Knowledge Assessment Policy had been created as a separate document to assist in the development and implementation of the Salary System. Some of the content of this policy was duplicated in the Salary Administration Policy. Both of these policies contained extensive procedural information related to the Salary System.

In joining the two policies all procedural information has been removed with the amended document containing only policy information – the rules that apply to the Salary System.

Policy Responsibilities

Some amendments have been made in this section to reflect changes made to the Skills and Knowledge Assessment Process. The main changes include:

- Directors are required to approve salary movement of Band 2, 3 and 4 staff. The Personnel Services Manager would approve salary movements for Band 1 staff
- Managers/supervisors are responsible for participation on assessment panels (for Band 2 and 3 staff)
- Policy responsibilities have been assigned to a Workforce Development Representative. This requires the Workplace Assessment Co-ordinator to oversee and administer the program.

Other minor amendments have been made to provide more clarity regarding existing responsibilities.

Skills and Knowledge Assessments

This section previously was dealt with across both policy documents.

In the revised policy the procedural information has been removed to allow a more flexible approach to assessment that recognises the vast range of positions, skills, circumstances and operational constraints across the organisation.

The main changes to the policy regarding assessment include:

- New employees can be assessed after six months of employment - this was previously three months
- Staff in Bands 2, 3 and 4 can only progress one salary step per year (this change is linked to the change in pay upon commencement rules that apply for these staff)
- Staff are entitled to only one assessment per year. Previously there was no specific guide regarding how many times a person could be assessed
- New employees can be progressed to the assessed salary step immediately upon successfully completing an assessment. All other salary movement would be effective on the employees anniversary date
- Where there is a minor shortfall (defined in policy) employees would be allowed one month to be reassessed and still have their salary progress in that year

Other alterations have been made to text to allow for procedural information to be removed. These changes however have not altered the policy in these areas.

Rates of pay upon appointment

The policy has been altered to allow Band 2, 3 and 4 staff to be appointed at up to step 2. The rule regarding Band 1 remains the same, being that Band 1 staff can only be appointed at Entry Level.

Higher Duties Allowance

The higher duties allowance section has been changed as follows:

- Amendments made to reflect changes that have been in practice for some time, ie a minimum increase of four percent will be paid to staff acting in higher positions.
- Rules relating to absences while on higher duties have been amended to ensure staff occupy the higher position for a sufficient period before they are paid for absences during the time while acting in the higher position.

Market Forces Adjustment

A change has been made to the principle for applying a market forces adjustment that requires "Council to subscribe to at least two market based salary surveys." Previously this was two Local Government market based salary surveys.

Transitional Arrangements

The section on transitional arrangements recognises the entitlements of staff related to application of the Council Agreement 2002.

The policy puts a deadline on staff accessing these entitlements, where eligible staff will be required to apply for assessment within three months of the amended date of this policy.

General Update

A notice has been distributed to all staff seeking expressions of interest to participate in the Skills & Knowledge Assessment Process. Details regarding current salary placement and applications are contained in the following tables:

Salary Step placement of all permanent staff in Bands 2, 3 & 4

		<i>Current Salary Step</i>				Total Staff in Band
		Entry	1	2	3	
Salary Band	1	98	52	87	131	368
	2	47	41	56	97	241
	3	40	47	45	60	192
Total Staff at Step (% of total staff)		185 (23%)	140 (18%)	188 (23%)	288 (36%)	801

Salary Step placement of all staff that have applied for assessment in Bands 2, 3 & 4

Figures in brackets indicate the percentage of total staff at the Band/step that have applied for assessment.

		Current Salary Step				Total Staff in Band
		Entry	1	2	3	
Salary Band	1	38 (39%)	40 (77%)	58 (67%)	39 (30%)	175 (48%)
	2	18 (38%)	28 (68%)	41 (73%)	24 (25%)	111 (46%)
	3	14 (35%)	32 (68%)	20 (44%)	12 (20%)	78 (41%)
Total Staff at Step		70 (39%)	101 (72%)	120 (64%)	75 (26%)	366 (46%)

The following points are notable in the above tables:

- 46% of all permanent staff have applied for an assessment (366 staff have applied).
- Of the applications the majority are currently placed at step 2 (120 staff) and step 1 (101 staff).
- 39% of staff at the entry step have applied to be assessed. This low percentage can be attributed to the fact that new employees are not eligible for assessment until they have been employed for six months.
- 26% of staff currently placed at step 3 have applied to be assessed. Given that these staff cannot attain salary progression through undertaking an assessment, it has been identified that the reasons for applying include, attaining formal recognition of skills and knowledge, and identifying any development opportunities that might be identified through assessment. However a proportion of these applications can be attributed to a lack of understanding about the system.
- It can be seen in the first table that one third (288) of all permanent staff are now placed at step 3, and as such cannot attain any further salary progression in their current positions.

Benefits of a Skill Based Salary System

Council commenced the development of a Skill and Knowledge Based Salary System in response to provisions introduced to the Local Government (State) Award requiring the development of such systems. It is pleasing to report that Penrith City Council is viewed as a leader in this area and has developed a system that complies with Award requirements and has a high level of support and understanding with staff and management.

Council's Skill and Knowledge based Salary System will reward staff for the development of skills valuable to the workforce. The outcome will be a more productive and flexible workforce motivated to learn new skills.

This initiative has been undertaken in conjunction with a process of multi-skilling where positions have been redesigned to undertake a wider range of duties and activities. In some instances multi-skilling is achieved by the participation of staff in job rotation programs.

By encouraging and rewarding staff to develop a wider range of skills employees will find that they will have more varied and interesting jobs. They will be able to carry out entire jobs and not just be a part of a process. They will have more responsibility and less supervision.

A broader range of skills by acquiring additional skills and doing more training will lead to more varied career paths being available to staff. The creation of broader career paths will allow employees at all levels to have access to better paid positions with more responsibilities, more challenging work and more job satisfaction.

RECOMMENDATION

That the information contained in this report be received.

